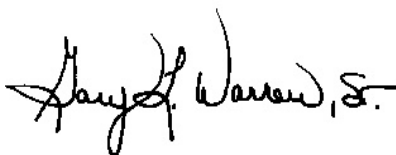




TEXAS COMMISSION ON FIRE PROTECTION
AGENCY STRATEGIC PLAN
FOR
FISCAL YEARS 2011-2015

<u>Commission Members</u>	<u>Dates of Term</u>	<u>Hometown</u>
Chris Connealy, Presiding Officer	2006-2011	Cedar Park
Les Bunte, Asst. Presiding Officer	2006-2011	Bryan
John K. Gillette III, Secretary	2006-2011	Frisco
Elroy Carson	2006-2011	Ransom Canyon
Rhea Cooper	2008-2013	Lubbock
Yusuf Elias Farran	2009-2015	El Paso
Carl "Gene" Giles	2009-2015	Carthage
Joseph "Jody" Anthony Gonzalez	2007-2013	Denton
John W. Green	2009-2011	San Leon
Micheal L. Melton	2008-2013	Gilmer
Arthur Pertile, III	2008-2013	Katy
Tony Cortes	2010-2015	San Antonio
Steven C. Tull	2009-2015	Valley Mills

Submitted June 18, 2010

Signed: 
Executive Director


Approved: 
Presiding Officer

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Statewide Vision, Mission, and Philosophy

From *Strengthening Our Prosperity: The Statewide Strategic Planning Elements for Texas State Government*, March 2010.

Vision

Working together, I know we can address the priorities of our citizens with the limited government principles and responsible governance they demand. We must critically reexamine the role of state government by identifying the core programs and activities necessary for the long-term economic health of our state, while eliminating outdated and inefficient functions. We must set clear priorities that will help maintain our position as a national leader now and in the future by:

- Ensuring the economic competitiveness of our state by adhering to principles of fiscal discipline, setting clear budget priorities, living within our means, and limiting the growth of government;
- Investing in critical water, energy, and transportation infrastructure needs to meet the demands of our rapidly growing state;
- Ensuring excellence and accountability in public schools and institutions of higher education as we invest in the future of this state and ensure Texans are prepared to compete in the global marketplace;
- Defending Texans by safeguarding our neighborhoods and protecting our international border; and
- Increasing transparency and efficiency at all levels of government to guard against waste, fraud, and abuse, ensuring that Texas taxpayers keep more of their hard-earned money to keep our economy and our families strong.

Mission

Texas State Government must be limited, efficient, and completely accountable. It should foster opportunity and economic prosperity, focus on critical priorities, and support the creation of strong family environments for our children. The stewards of the public trust must be men and women who administer state government in a fair, just, and responsible manner. To honor the public trust, state officials must seek new and innovative ways to meet state government priorities in a fiscally responsible manner.

Philosophy

The task before all state public servants is to govern in a manner worthy of this great state. We are a great enterprise, and as an enterprise, we will promote the following core principles:

- First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics, or individual recognition.
- Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.
- Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local government closest to their communities.

- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. Just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.
- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.
- State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse, and providing efficient and honest government.

Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

Relevant Statewide Goals and Benchmarks

The Texas Commission on Fire Protection has a direct or indirect impact on the following statewide goals and benchmarks from *Strengthening Our Prosperity: The Statewide Strategic Planning Elements for Texas State Government, March 2010*.

Education—Higher Education

Priority Goal: To prepare individuals for a changing economy and workforce by: providing an affordable, accessible, and quality system of higher education; and furthering the development and application of knowledge through teaching, research, and commercialization.

Applicable benchmarks:

- Percent of population age 24 years and older with vocational/technical certificate as highest level of educational attainment
- Percent of population age 24 years and older with two-year college degree as highest level of educational attainment
- Percent of population age 24 years and older with four-year college degree as highest level of educational attainment

The commission establishes minimum curriculum requirements and serves as the state's approval authority for all fire safety training programs conducted by or for state or local governments. Through its fire fighter advisory committee and its curriculum and testing committee, the commission works closely with local government agencies, universities, colleges, and other institutions in the development of training and education programs for fire protection personnel.

The commission, through its resource library, provides resources for research by instructors and audiovisual materials to be used as training aids.

Economic Development

Priority Goal: To provide an attractive economic climate for current and emerging industries that fosters economic opportunity, job creation, capital investment, and infrastructure development by: promoting a favorable and fair system to fund necessary state services; addressing transportation needs; promoting a favorable business climate; and developing a well trained, educated, and productive workforce.

Applicable benchmarks:

- Per capita gross state product

Fire has an enormous impact on the state's economic well-being. In 2008 (the most current year available), there was \$561,076,939 reported in direct property losses due to fires in Texas. The indirect costs to the economy are enormous according to the Texas Fire Incident Reporting System (TEXFIRS).

The commission's mission statement directly addresses the economic development and stability of the state. Developing and enforcing professional standards ensures that the capabilities and assets of the regulated fire service in Texas are adequately maintained, therefore providing the protection needed by businesses and property owners. Assisting local governments is another way the commission participates in the process of providing the citizens of Texas with the ability to implement a front line defense against fires and related hazards.

Public Safety and Criminal Justice

Priority Goal: To protect Texans by: preventing and reducing terrorism and crime; securing the Texas / Mexico border from all threats; achieving an optimum level of statewide preparedness capable of responding and recovering from all hazards; and confining, supervising, and rehabilitating offenders.

Applicable Benchmarks:

- Number of emergency incidents coordinated or supported
- Percent of state's population whose local officials and emergency responders have completed a terrorism training/exercise program in the last year
- Number of federal, state, and local agencies participating in the Texas Department of Public Safety Intelligence (Fusion) Center

The commission as a member of the State Emergency Management Council assists with the general operating procedures of the State Operations Center (SOC) during statewide emergencies and disasters.

The commission is also a member of Texas Intrastate Fire Mutual Aid System (TIFMAS) as per HB 1915 of the 79th Legislature. This group was created to provide for the systematic mobilization, deployment, organization, and management of the Texas local fire related resources in order to provide assistance in mitigating the effect of emergencies and disasters throughout Texas.

The commission, through its resource library, provides educational and instructional materials to assist fire departments with training in preparation for emergency/disaster situations.

Natural Resources and Agriculture

Priority Goal: To conserve and protect our state's natural resources (air, water, land, wildlife, and mineral resources) by: providing leadership and policy guidance for state, federal, and local initiatives; to maintain Texas' status as a leader in agriculture; and encouraging responsible, sustainable economic development.

Applicable Benchmarks:

- Percent of nitrogen oxide and criteria pollutants reduced in the air
- Percent of water conservation through decreased water usage, increased water reuse, and brush control
- Percent of Texas waters that meet or exceed safe water quality standards
- Percent of polluted site clean-ups to protect the environment and public health
- Percent of land is preserved and accessible through continuation of public and private natural and wildlife areas
- Average time required in responding to natural disasters such as wildfires and hurricanes

Prudent and innovative management includes protecting the state's natural resources from destruction by fire. By helping to ensure that the Texas fire service meets nationally recognized standards, the commission has an indirect impact on minimizing fire on the state's natural resources.

Fire fighters are first responders' at most hazardous materials incidents. As such, the fire fighter must be prepared to contain and mitigate the results of such incidents. The proper response to any hazardous materials incident affects the quality of air and water in the surrounding area.

Additionally, wildland fires and fires in the growing wildland/urban interface continue to be threats to the natural resources of the state. Suppression techniques are enhanced through the commission's curriculum development and training resources.

Regulatory

Priority Goal: To ensure Texans are effectively and efficiently served by high-quality professionals and businesses by: implementing clear standards; ensuring compliance; establishing market-based solutions; and reducing the regulatory burden on people and business.

Applicable benchmarks:

- Average annual homeowners and automobile insurance premiums as a percent of the national average
- Percent of state professional licensee population with no documented violations
- Percent of new professional licensees as compared to the existing population
- Percent of documented complaints to professional licensing agencies resolved within six months
- Percent of individuals given a test for professional licensure who received a passing score

The commission pursues the safety and health of fire protection personnel through the development and enforcement of recognized adopted standards.

The commission's advisory committee—which is statutorily required to review all rules adopted by the commission—is composed primarily of members of the entities regulated or served by the commission. The commission seeks to ensure that the rules it enacts and the standards it sets meet or exceed nationally recognized guidelines. The commission seeks to provide a high degree of fire safety with minimal market restrictions.

General Government

Priority Goal: To provide citizens with greater access to government services while reducing service delivery costs and protecting the fiscal resources for current and future taxpayers by: supporting effective, efficient, and accountable state government operations; ensuring the state's bonds attain the highest possible bond rating; and conservatively managing the state's debt.

Applicable benchmarks:

- Total state taxes per capita
- Total state spending per capita
- Percent change in state spending, adjusted for population and inflation
- State and local taxes per capita
- Number of state employees per 10,000 population
- Number of state services accessible by Internet
- Total savings realized in state spending by making reports/documents/processes available on the Internet

The commission always strives to accomplish its statutory mandates and fulfill its goals in the most efficient and cost-effective ways possible.

The commission expects to utilize the recent Customer Satisfaction Assessment to implement customer suggestions, which can result in procedures that are more efficient. The Customer Satisfaction Assessment survey distribution is an example of the commission's attempt to respond to required activities in the most economical way possible.

The commission continually researches ways to improve its delivery of information and services through the Internet. The agency has developed several methods for providing information to the fire service and the public through its website.

Agency Mission

Mission

The mission of the Texas Commission on Fire Protection is to help protect the lives and property of the citizens of Texas by developing and enforcing professional standards for the fire service.

Agency Philosophy

Philosophy

The Texas Commission on Fire Protection acts in accordance with the highest standards of ethics, accountability, efficiency, openness, skill, and integrity. We affirm that the responsibility for providing safety from fire and related hazards must be a cooperative effort, and we approach our activities in a partnership with all branches of the fire service, local government, and other state agencies. We assure the public and the fire service that we are service-oriented and always strive to fulfill the needs of our customers in a fair and sensible manner. We provide equal opportunity for all employees.

AGENCY OVERVIEW

Statutory Basis and Historical Perspective

The Texas Commission on Fire Protection Personnel Standards and Education was created in 1969 by the 61st Legislature. The authority for the commission was originally codified as Article 4413(35), V.T.C.S.

In 1991, Senate Bill 383, 72nd Legislative Session, merged the Texas Commission on Fire Protection Personnel Standards and Education with the State Fire Marshal's Office and the Key Rate Section, which were administered by the Texas Department of Insurance. The legislation also assigned the Fire Department Emergency Board (formerly an adjunct of the State Fire Marshal's Office) to the expanded Texas Commission on Fire Protection. The functions of the Fire Department Emergency Board were authorized in 1989 under constitutional amendment House Joint Resolution 33. The emergency board was originally established under House Bill 708, 71st Legislature, to provide grants, loans and scholarships to fire departments for fire protection training, equipment and facilities. A study by the Texas Sunset Advisory Commission during the 72nd Legislative Session concluded that the commission should have additional authority in the form of a volunteer standards and certification program.

In 1993, the 73rd Legislature passed Senate Bill 1110, which revised several key areas in the commission's statutes. The bill delineated distinctions between volunteer, part-paid and full-paid fire departments and fire fighters, provided a "bridge" to allow volunteer fire fighters to become paid fire fighters, and required that entities providing fire protection to local governments for profit comply with commission regulations.

In 1997, the commission was subject to review by the Sunset Advisory Commission during the 75th Legislative Session. Senate Bill 371, the commission's sunset legislation, revised the commission's scope considerably. Among the changes enacted was the return of the State Fire Marshal's Office to the Texas Department of Insurance. SB 371 also abolished the commission's authority to conduct key rate inspections, in response to the Texas Department of Insurance's 1997 repeal of the key rate system in Texas (TDI replaced the key rate system with the Insurance Services Office's *Fire Suppression Rating Schedule*). Additionally, SB 371 transferred the agency's engineering assistance program, which was designed to assist fire departments with the transition to the *Fire Suppression Rating Schedule*, to TDI. The commission's sunset legislation allowed the fire department emergency program to remain with the agency.

In 2001, the 77th Legislature passed Senate Bill 382, which significantly refined several areas of the commission's statute relative to fire fighter safety. The bill addressed personal protective equipment and self-contained breathing apparatus, requiring departments to develop and maintain standard operating procedures covering the proper use, selection, care and maintenance of all protective clothing and self-contained breathing apparatus. The fire department must also provide all personnel with a personal alert safety system (PASS).

Additionally, the bill also required departments to develop standard operating procedures, based upon National Fire Protection Association Standards (NFPA), implementing an incident management system, a personnel accountability system and addressing fire protection personnel operating at emergency incidents.

In 2003, the 78th Legislature reduced the agency's budget approximately \$650,000 per year and reduced the agency's FTE count from 35 to 32.

In 2005, the 79th Legislature passed Senate Bill 879, which amended Chapter 419 of the Government Code, the agency's governing statute. The bill deleted obsolete language as well as gave the commission the right to make non-substantive clerical changes to its rules without review by the fire fighter advisory committee. In addition, the bill added a requirement that all fire departments that seek funding from the Fire Department Emergency Program must routinely and consistently report incidents to the Texas Fire Incident Reporting System and participate in the National Incident Management System (NIMS).

In 2007, the 80th Legislature passed HB 2484, which amended the composition of the Funds Allocation Advisory Committee. The agency also was granted an increase of one additional full time equivalent (FTE) position.

In 2009, the 81st Legislature passed SB 1011, the Texas Commission on Fire Protection's sunset legislation, which extended the agency through 2021. The bill requires the agency to:

- use alternative dispute resolution (ADR) procedures to assist in the resolution of internal and external disputes under the agency's jurisdiction
- maintain a complaint tracking system
- use appropriate technological solutions to ensure that the public is able to interact with the agency on the Internet
- conduct fingerprint based criminal history checks on all initial applications for certification
- conduct risk-based inspections of institutions and facilities providing training for fire protection personnel as well as fire departments that provide fire protection to local governments
- collect and track personnel injury data to reduce fire protection personnel injuries
- cooperate with federal and state entities when a disaster is declared in the state

Also included in the bill was the transfer of the Fire Department Emergency Program and all appropriated funds to the Texas Forest Service.

The 81st Legislature also passed HB 2854, relating to license plates created by the Texas Department of Transportation for professional firefighters. The agency was nominated to receive the revenues for these license plates, serving as a "pass through" to the Texas Fire Fighter Relief and Scholarship Fund organization which provides emergency relief and college scholarship funds to professional fire fighters and their dependents.

Affected Populations

The commission regulates 703 entities. There are approximately 1,900 volunteer fire departments in Texas. Volunteer fire departments are not regulated by the commission; however, volunteer fire departments are able to utilize commission resources such as the Ernest

A. Emerson Fire Protection Resource Library and may voluntarily comply with the commission's certification program.

The commission estimates that the Texas fire service consists of approximately 71,000 fire fighters, of which 29,138 are subject to commission certification requirements. The commission estimates that there are approximately 42,000 volunteer fire fighters in the state.

Fire in Texas

Information regarding fires in Texas is gathered by Texas Fire Incident Reporting System (TEXFIRS), which is administered by the State Fire Marshal's Office (SFMO), a division of the Texas Department of Insurance. TEXFIRS reports its data to the National Fire Incident Reporting System (NFIRS).

Participation by Texas fire departments in TEXFIRS is voluntary. In 2008, 1,065 fire departments reported 1,502,817 fire and non-fire incidents to the system. There was a nine percent increase in the number of incidents for the year. The information below is derived from TEXFIRS and NFIRS annual reports.

In 2008, there were 1,502,817 fires reported to the TEXFIRS system. These fires resulted in 181 civilian deaths, 709 civilian fire injuries, and \$561,076,939 in property loss with a fire occurring in Texas every seven minutes. In residential structure fires the kitchen or cooking area was defined as the most frequent area of origin. Residential structure fires were responsible for 71 percent of the reported fire-related civilian deaths, of which 29 percent were age 65 or over. Incendiary/suspicious was the most frequently identified cause in all fatal residential structure fires. Fire cause was not identified in 63 percent of these residential structure fires.

Fire Fighter Injuries and Casualties

One of the commission's main priorities is to ensure the safety of the state's fire fighters. The commission accomplishes this goal primarily by establishing education and training standards for fire fighter certification, and by enforcing standards regarding protective clothing and breathing apparatus.

On September 1, 2001, the State Fire Marshal's Office became responsible for investigating all line-of-duty deaths (LODDs) involving fire service personnel in Texas. The Texas Commission on Fire Protection assists the SFMO with these investigations. When requested, the agency provides expertise by inspecting protective clothing (PPE) and self-contained breathing apparatus (SCBA) for compliance with applicable National Fire Protection Association (NFPA) standards and state statutes. The agency also inspects training records and standard operating procedures (SOPs) for compliance with state statutes.

On September 1, 2009, the Texas Commission on Fire Protection became responsible for gathering and evaluating information and data on fire protection personnel injuries and developing recommendations for reducing fire protection personnel injuries. The commission is required to forward the recommendations to the State Fire Marshal's Office (SFMO) by September 1st of each year for inclusion in their annual report as required by section 417.0075 of the Government Code.

Public Perception

The Texas Commission on Fire Protection's enabling legislation has created a state government entity that is uniquely responsive to the public it serves. To a large extent the commission's rulemaking

Process is controlled by representatives of the entities that are regulated by the commission. A majority of members of the rulemaking body — the commissioners themselves — are required to be active members of the fire service. They each serve and represent specific constituencies within the fire protection community while addressing the fire protection needs of the state as a whole. In 1997, Senate Bill 371 modified the rulemaking body to include three public members and in 2003, Senate Bill 287 added an additional public member. The addition of these public members completes the representation of all constituents affected by fire and other hazards in Texas.

In addition to the commissioners, the members of the statutorily created fire fighter advisory committee are appointed by the commission. While the commission is the designated rulemaking authority, it does not usually initiate proposals for rule changes. Rule recommendations that come before the commission for approval are drafted by the advisory committee except on rare occasions. The advisory committee, whose members represent the entities regulated by the commission, drafts and recommends rule proposals according to the needs of the general public and the Texas fire service. The commission cannot make substantive amendments to language in rule proposals without the advisory committee's review. However, in 2005, the 79th Legislature passed Senate Bill 879, to give the commission the authority to make non-substantive clerical changes to its proposed rules without review by the advisory committee.

To the rank-and-file fire fighter, and to the general public, the term “fire protection” in the commission's title often implies a much broader range of services than those that actually fall within the commission's statutory authority. The commission's scope is limited to providing research materials and setting minimum training standards to ensure fire fighter health and safety by establishing standards for and inspecting personal protective equipment. Several other critical fire protection activities — including performing fire suppression duties, developing and distributing fire prevention education materials, and inspecting fire station apparatus and community water supplies — are conducted by other agencies and authorities at both the state and local levels. A reoccurring misconception about the Texas Commission on Fire Protection is that it regulates the volunteer fire service, which it does not. The commission strives to serve as a resource for Texans by helping to identify the proper agencies to address the public's fire protection needs.

ORGANIZATIONAL ASPECTS

Workforce/Human Resources (see Appendix F)

Policymaking Structure

The policymaking body of the Texas Commission on Fire Protection is a 13-member board of commissioners appointed by the Governor and confirmed by the Senate. The members of the commission represent a broad spectrum of the Texas fire service:

- Two members are chief officers nominated by the Texas Fire Chiefs' Association. One of the fire chiefs must be the head of his or her fire department, and one must be employed by a political subdivision with a population of less than 100,000.
- Two members are paid fire protection personnel nominated by the Texas State Association of Fire Fighters. These fire fighters must hold a rank of battalion chief or below, and one must be employed by a political subdivision with a population of less than 100,000.
- Two members are volunteer fire chiefs or volunteer fire fighters nominated by the State Firemen's and Fire Marshals' Association of Texas.
- One member is a certified fire protection engineer.
- One member is a certified arson investigator or certified fire protection inspector.
- One member is a fire protection instructor from an institution of higher education.
- Four are public members.

Advisory Committees

The commission is assisted in its policymaking responsibilities by an advisory committee established under Chapter 419 of the Texas Government Code, the fire fighter advisory committee. An additional advisory committee, the curriculum and testing committee, was created by the commission.

The fire fighter advisory committee consists of six members who must be fire protection personnel or retired fire protection personnel who collectively represent various areas in the field of fire protection. Three members of the committee must be certified instructors of fire protection personnel. At least one member of the committee must be a volunteer fire fighter or volunteer fire chief. The committee periodically reviews commission rules relating to fire protection personnel, fire departments, and other fire fighters and fire fighting organizations and recommends changes in the rules to the commission.

The curriculum and testing committee was created and appointed by the commission to periodically review and recommend changes to the commission's curriculum and testing and training programs. Members of the curriculum and testing committee are nominated by the fire fighter advisory committee and are appointed by the commission.

Staff Structure and Business Processes

Under the direction of an executive director appointed by the commission, the staff of the Texas Commission on Fire Protection implements and enforces the commission's adopted rules. The commission is authorized 40 FTE positions in three divisions: the executive office, support services, and fire service standards and certification.

The **Executive Office** supports the activities of the executive director. The director develops and implements agency policies as required by statute; plans, directs, and coordinates programs and

resources of the agency; oversees information resource management, and develops and executes the agency operating budget and procedures.

The **Support Services Division** provides internal administrative support to the agency, including human resources, accounting, budgeting and other staff services functions.

The **Fire Service Standards and Certification Division** administers the commission's fire service certification, compliance, testing, training and curriculum development, and fire protection resource library programs. The division:

- regulates paid fire protection personnel, fire departments, and training facilities;
- performs biennial inspections of fire departments, local government agencies providing fire protection, and institutions or facilities conducting training for fire protection personnel or recruits;
- establishes minimum curriculum requirements, evaluates courses, and administer examinations for basic certification as fire protection personnel;
- establishes minimum requirements and evaluates courses for higher levels of fire protection personnel certification;
- enforces standards for protective clothing and self-contained breathing apparatus;
- administers a voluntary certification and regulation program for qualified individuals not connected with local governments or volunteer fire departments;
- enforces continuing education programs for all levels of fire protection personnel;
- administers a voluntary certification and regulation program for volunteer fire protection personnel, fire departments, and training facilities;
- administers the Ernest A. Emerson Fire Protection Resource Library, which is critical to the commission's work in setting standards, and provides a valuable resource for the commission's fire service constituents.
- compiles information and data on fire protection personnel injuries and presents data to the commission to develop recommendations to reduce personnel injuries.
- tracks and analyzes complaint and violation data.

In FY09, the Fire Service Standards and Certification Division:

- renewed 27,321 certified fire protection personnel;
- inspected or investigated 721 regulated entities;
- evaluated 1,201 fire service training programs;
- administered 11,284 written and performance skills tests;
- conducted 2,155 criminal background checks on certification candidates; and,
- issued 11,171 new fire protection personnel certificates

In Texas, minimum standards for certification as a fire fighter exceed those of many other states. The International Fire Service Accreditation Congress (IFSAC) accredited several of the commission's testing processes for certification.

The commission sets standards and certifies fire protection personnel in basic, intermediate, advanced, and master levels of the following disciplines:

- Structural Fire Protection
- Aircraft Rescue Fire Protection
- Marine Fire Protection
- Fire Inspector
- Arson Investigator
- Fire Investigator

The commission also sets the minimum standards required for persons employed as head of a fire department and provides voluntary certifications for hazardous materials technician, fire investigator, driver/operator-pumper, and Fire Officer I and II.

A change brought about by the 1997 Sunset legislation gave individuals not affiliated with fire departments the ability to maintain their commission certifications. The commission estimates that approximately 2,981 individuals per year will take advantage of this opportunity.

Ernest A. Emerson Fire Protection Resource Library

The commission's fire protection resource library is critical not only to the commission's work in setting standards to ensure the safety of fire protection personnel, but it also provides a valuable resource for the commission's fire service constituents.

The library, located at the commission's Austin headquarters, houses hundreds of audiovisual and print materials on fire protection. The library's audiovisual materials are available for lending to fire department training programs, researchers, and the public. The library's print materials are not in general circulation, but they may be used by anyone on site. A program has been initiated to offer limited circulation of print materials to fire service personnel.

The agency has expanded the online catalog and number of audiovisual programs, which customers can use to browse the resource library's offerings and send online requests to borrow materials. The library currently has approximately 2,400 audiovisual programs and 2000 book and report collections. The print materials are being cataloged and will be added to the online catalog.

Fire Department Emergency Program

The commission's Funds Allocation Advisory Committee reviewed applications and made funding recommendations to the commission. The commission made the final funding decisions. The table below shows FDEP activity from FY01 through FY09. As part of the agency's sunset legislation, this program was transferred to the Texas Forest Service effective January 1, 2010.

Fire Department Emergency Program, FY01-09

	<i>Number of Requests</i>	<i>Amount Requested</i>	<i>Amount Awarded</i>	<i>Requests Met</i>
FY01	176	3,044,878	1,163,620	38%
FY02	297	5,436,973	1,286,087	24%
FY03	274	4,540,085	1,206,676	27%
FY04	292	4,298,826	984,125	23%
FY05	274	3,575,481	1,032,579	29%
FY06	158	2,318,254	780,117	34%
FY07	179	2,592,623	1,366,545	53%
FY08	173	2,751,029	994,637	36%
FY09	184	3,779,224	1,018,531	27%

Geographical Locations

Headquarters

Physical Address:
1701 N. Congress Ave., Suite 1-105
Austin, Texas 78701

Mailing Address:
P.O. Box 2286
Austin, TX 78768-2286

Phone: (512) 936-3838
Fax: (512) 936-3808

Regional Offices and Geographic Regions

The Texas Commission on Fire Protection has seven regional offices to serve the entire state of Texas. The regional distribution is based on the number of regulated fire departments and other regulated entities (i.e., training facilities, fire marshal offices, etc.) in each region. The commission inspects each department or entity it regulates once every two years.

Although the number of departments (and hence, the number of inspections) is important in determining the geographic regions, more critical determining factors are the size of the departments and activity level in each region. For example, the Houston Fire Department is the third largest fire department in the nation, so it takes much more time and resources to inspect than any other department.

In addition to conducting inspections, the commission's seven regional officers frequently administer commission certification examinations. A very large number of training facilities are located in the Northeast Texas region, so the activity level of the region is extremely high.

There has been an increase in the number of volunteer fire departments hiring paid personnel, thereby falling under the commission's regulations and requiring inspections. The process of bringing a new department into compliance with state regulations often requires informational meetings with the department to answer questions and assist with the transition.

In recent legislative sessions, the commission has unsuccessfully sought additional FTEs to augment its staffing in the regional offices. Legislation requiring additional duties and activity levels necessitates the need for additional regional staff. In 2001, for example, SB 382 was passed which required compliance officers to inspect additional items at each regulated entity. Steady increases in the number of examinations given also create an ongoing impact.

Regional Offices

Allen

(collocated with Allen Fire Department)
310 Century Parkway
Allen, Texas 75013
(214) 509-4474
(214) 509-4475 (Fax)

Lufkin

(collocated with Texas Forest Service)
P.O. Box 409
2127 South First Street
Lufkin, Texas 75902-0409
(936) 632-8034
(936) 632-8051 (Fax)

Fort Worth

Fort Worth State Office Bldg.
1501 Circle Drive
Fort Worth, Texas 76119-8727
(817) 321-8634
(817) 321-8675 (Fax)

San Antonio

G. J. Sutton Bldg.
321 Center Street, Suite 1083
San Antonio, Texas 78202
(210) 223-5456
(210) 223-5436 (Fax)

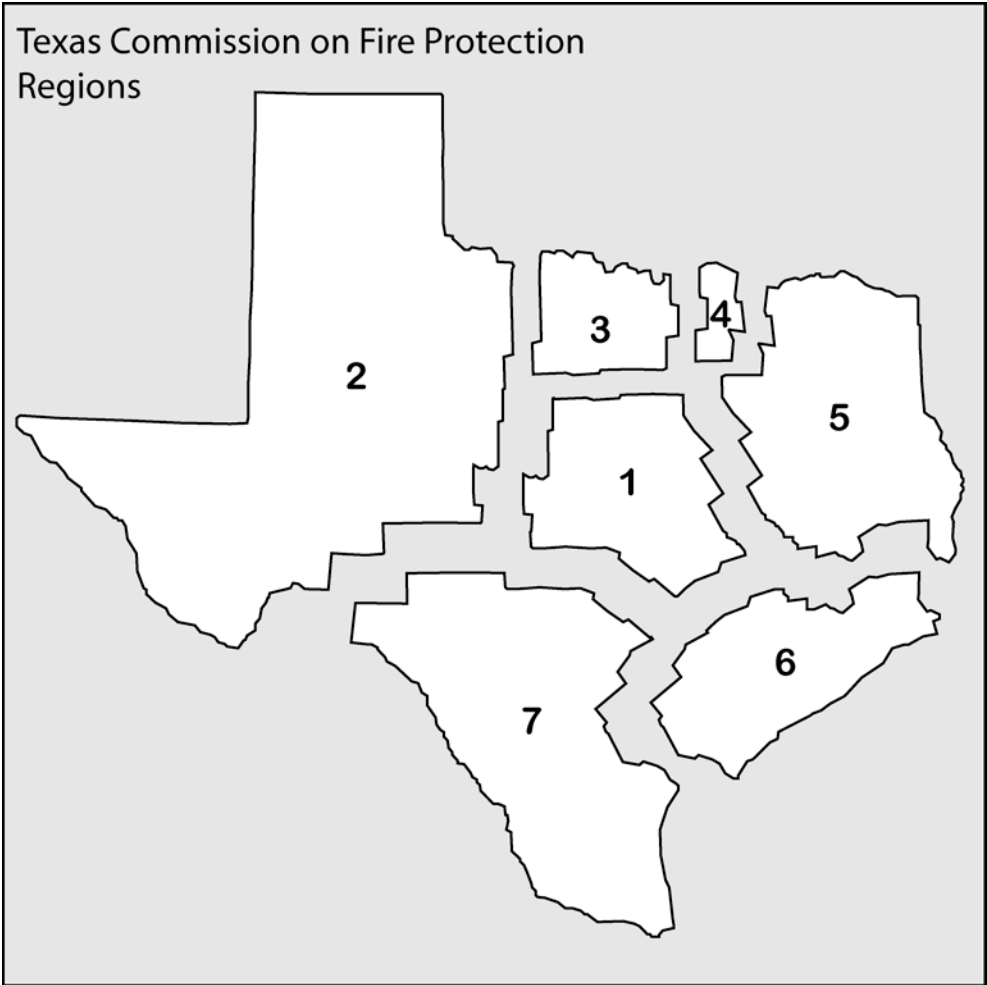
Lubbock

22 Briercroft Office Park, Ste. 13
Lubbock, Texas 79412-3010
(806) 744-6037
(806) 744-6397 (Fax)

Houston

5425 Polk Street
Houston, Texas 77023-1444
(713) 422-8998
(713) 422-8999(fax)

Texas Commission on Fire Protection Regional Offices



Capital Asset Strengths, Weaknesses, and Improvements

The commission headquarters office currently occupies 4,591 square feet on the first floor of the William B. Travis State Office Building (WBT). In August 2009 the Texas Facilities Commission (TFC) assigned the agency 2,813 square feet of temporary office space on the ninth floor of the WBT. The agency's Ernest A. Emerson Fire Protection Resource Library and five agency employees in the compliance section relocated to the temporary space in October 2009. The commission continues to work with the Texas Facilities Commission to acquire permanent space on the ninth floor to fully facilitate agency operations. The agency has entered a contract and has provided funding to the Texas Facilities Commission to complete the acquisition of this space.

Agency Use of Historically Underutilized Businesses (HUB)

The members of the Texas Commission on Fire Protection have issued instructions to the agency's central purchasing unit to buy from historically underutilized businesses whenever possible. All agency personnel have been instructed to use historically underutilized businesses when purchasing within their delegated limits. In fiscal year 2009, all professional services contracts, two and one half percent of commodity contracts and 40.8 percent of other service contracts were awarded to HUB vendors. In the first half of FY10, 13 percent of the agency purchases were from HUB vendors.

Key Organizational Events and Areas of Change and Impact

Regional boundaries are constantly being re-evaluated to more evenly distribute the workload across regional offices. Furthermore, in an effort to decentralize applicable agency functions, saving travel cost and staff time, 61 percent of the testing function has been incorporated into the duties of regional office staff. The agency is studying the feasibility of using regional testing centers and online resources to administer all certification tests.

FISCAL ASPECTS

The Texas Commission on Fire Protection was appropriated \$3,381,168 for FY10 and \$3,322,668 for FY11. Most of this funding is from General Revenue Fund – Insurance Companies Maintenance Tax and Insurance Department Fees. The agency spends about \$1.9 million a year in salaries for 40 FTEs. Total appropriations minus salaries leaves the agency with approximately \$331,000 for travel, library purchases, training, computer maintenance/purchases, telephone, postage, and other operating expenses.

By statute, every paid fire department is inspected during the biennium. This involves travel from one of six regional offices or Austin headquarters to every regulated fire department in the state. Budgetary limitations have the potential to prevent the agency from meeting statutory requirements and performance measures.

Commission Budget

The 81st Legislative Session's General Appropriations Act appropriated approximately \$3.3 million and 40 FTEs to the Texas Commission on Fire Protection, for each year of the FY10-11 biennium. Most of this funding is from General Revenue – Insurance Companies Maintenance Tax Department Fees; however, \$35,000 is from appropriated receipts.

On February 15, 2010, the Texas Commission on Fire Protection submitted a five percent budget reduction plan as requested by the Governor's Office, Lieutenant Governor's Office, and Speaker of the House. The agency's plan was approved and its target reduction figure was identified as \$243,255 for the FY10-11 biennium.

The agency's annual salary cost for its 40 FTEs is approximately \$1.9 million. If the agency maintains full staffing levels throughout the biennium, the five percent reduction will have to come from the agency's day-to-day operating budget, reducing it from approximately \$331,000 to roughly \$209,373 per fiscal year.

In the plan submitted to the Governor's Office and LBB, the agency identified vacancy savings/FTE reductions as one way to meet the targeted \$243,255 reduction amount. If no resignations or retirements occur within the remaining months of FY10 and FY11, the agency will be forced to release FTEs in order to achieve the approved budget reduction, thereby severely limiting the agency's ability to provide its customers with the same level of service it currently provides at a time when the Texas fire service is demanding increased services.

Operating Budget by Strategy, FY10-11

G.A.A. Strategies	2010	2011
A.1.1. Fire Safety Information and Education Programs	\$72,948	\$72,948
B.1.1. Certify and Regulate Fire Service	\$1,486,357	\$1,448,257
C.1.1. Indirect Administration	\$821,863	\$801,463
TOTAL	\$2,381,168	\$2,322,668

IMPACT OF FEDERAL STATUTES AND REGULATIONS

Federal Aviation Regulations, Airport Fire Departments

Part 139 of the Federal Aviation Regulations, Certification and Operations: Land Airports Serving Certain Air Carriers, effective June 9, 2004, prescribes rules governing the certification and operation of airports served by air carriers with scheduled passenger-carrying operations operating aircraft designed for more than nine passenger seats and unscheduled passenger-carrying operations operating aircraft designed for at least 31 passenger seats.

The Federal Aviation Administration and the National Transportation Safety Board work together to address issues concerning airport safety and training, as well as the investigation and review of incidents that occur involving aircraft on or around airport property. Over the recent past, the federal government has placed an increasing emphasis on airport and aircraft safety issues, which may result in more controls, inspections and legal action where necessary to affect change in the industry. This translates into the need for state level programs aimed at regulating aircraft fire fighting and rescue operations to be constantly reviewed and updated to stay abreast of this dynamic environment.

The commission enforces regulations concerning the protective clothing, self contained breathing apparatus, and training requirements of airport fire fighters as referenced in NFPA 1003. The agency updated its rules in 2008 to comply with changes in FAA continuing education requirements. The

testing for Aircraft Rescue Fire Suppression certification was accredited by the International Fire Service Accreditation Congress (IFSAC) in April 1999. There are 27 entities approved to provide aircraft rescue training and 31 entities that provide Aircraft Rescue Fire Suppression. This area of enforcement has placed increasing demands on the agency, and in the future could require more frequent inspections, tighter controls over operations, and frequent updates in the state's aircraft rescue fire fighting curriculum and continuing education training programs.

Hazardous Materials: 29 CFR 1910 (OSHA); 40 CFR 311 (EPA); NFPA 472

These standards specify minimum competencies required for certification of individuals that respond to hazardous materials incidents. The standards specifically cover the competencies for first responders at the awareness and operational levels, hazardous materials technicians, incident commanders and other specialist employees. The commission has approved curricula for certifications for Hazardous Materials Awareness and Operational levels and Hazardous Materials Technician, effective January 1, 1999. The Hazmat training levels were accredited by the International Fire Service Accreditation Congress (IFSAC) in May 2000. The agency anticipates increasing responsibilities for state government in this area as responses to hazardous materials play an increasing role in communities' emergency response activities.

Respiratory Protection Program: 29 CFR 1910.134 (OSHA)

In 1998 the Occupational Safety and Health Administration issued new regulations dealing with the subject of fire fighter respiratory protection which impacted the fire service more than previous regulations dealing with fire brigades (29 CFR 1910.154) and the federal hazardous materials rules (CFR 1910.120). The new respiratory protection standard affected the procedures and practices of every fire suppression organization that has personnel wearing respirators (SCBA). The OSHA standard, while containing material mostly consistent with previously developed NFPA fire fighter safety standards, will be the new national standard. New NFPA breathing air standards were adopted by the commission requiring compressed air utilized in SCBA to meet national standards for quality and purity. The adoption of this standard helps ensure that fire fighters are protected from breathing contaminated air.

The respiratory protection standard also covers one of the most important safety issues, "two-in/two-out." The standard mandates that once an interior structure fire progresses past the incipient stage and fire fighters begin the interior attack, the atmosphere is assumed to be immediately dangerous to life and health (IDLH). As such, fire fighters engaged in interior structural fire fighting must wear SCBA, which must be NIOSH certified, NFPA compliant, have positive pressure, with a minimum duration of 30 minutes. Fire fighters engaged in interior structural fire fighting beyond the incipient stage must use NFPA compliant SCBA, work in teams of two or more, and maintain voice or visual contact with one another and with personnel outside the fire at all times.

Before any fire fighters engage in interior structural fire fighting, the OSHA standard requires at least one team of two or more properly trained and equipped fire fighters to be present outside the structure. This means a minimum of four fire fighters must be on the scene prior to initiating interior fire suppression operations. Of the two fire fighters that are outside the structure, one must perform accountability of the inside fire fighters and may not be assigned additional duties. The second outside fire fighter may be involved in a wide

variety of duties such as serving as incident commander, safety officer, or operator of fire apparatus. Both of the outside fire fighters must be able to provide support and assistance to the two interior fire fighters. Any assignment of additional duties for one of the outside fire fighters must be weighed against the potential for interference with this requirement. The only exemption to this section of the standard is if there is a known rescue to be performed.

Senate Bill 382 as passed by the 77th Legislature went into effect September 1, 2001 and mandated that fire departments use the “two-in/two-out” concept for interior structural fire fighting based upon OSHA Respiratory Protection Standard 29 CFR 1910.134 (g) (4).

Assistance to Fire Fighters Grant Program

The Grant Programs Directorate of the Federal Emergency Management Agency administers grants in cooperation with the U.S. Fire Administration. For fiscal year 2005, Congress reauthorized the Assistance to Firefighters Grants for an additional five years through 2010. The primary goal of the program is to meet the fire fighting and emergency response needs of fire departments and nonaffiliated emergency medical services organizations. Since 2001, AFG has helped fire fighters and other first responders to obtain critically needed equipment, protective gear, emergency vehicles, training, and other resources needed to protect the public and emergency personnel from fire and related hazards. In 2003, fire departments in Texas received 350 awards totaling \$29,695,860; in 2004 there were 348 awards totaling \$30,159,981; in 2005 there were 200 awards for \$23,835,582; in 2006 there were 172 awards for \$18,035,378; in 2007 there were 178 awards for \$14,353,761; in 2008 there were 175 awards for \$20,458,290; and in 2009 there were 162 awards totaling \$14,923,557.

Staffing for Adequate Fire and Emergency Response (SAFER)

The federal SAFER Grant was created to provide grants to career, volunteer, and combination fire departments for the purpose of increasing the number of fire fighters to help communities meet industry minimum standards and attain 24-hour staffing to provide adequate protection from fire and fire-related hazards. Also available are grants to volunteer fire departments for activities related to the recruitment and retention of volunteers. The goal of SAFER is to enhance the local fire departments' abilities to comply with staffing, response and operational standards established by NFPA and OSHA (NFPA 1710 and/or NFPA 1720 and OSHA 1910.134). As a result of enhanced staffing, response times should be sufficiently reduced with an appropriate number of personnel assembled at the incident scene. Also, enhanced staffing should provide that all front-line/first-due apparatus of SAFER grantees have a minimum of four trained personnel to meet the OSHA standards referenced above. In 2005, fire departments in Texas received 6 awards totaling \$2,151,714; in 2006 there were 21 awards for \$10,960,990; and in 2007 there were 19 awards for \$8,778,785; in 2008 there were 31 awards for \$19,060,907; and in 2009 there were 3 awards totaling \$2,877,777.

Fire Prevention and Safety Grants (FP&S)

The fire prevention and safety grants are part of the Assistance to Firefighters Grants (AFG) and are under the purview of the Grant Programs Directorate in the Federal Emergency Management Agency.

The Staffing for Adequate Fire and Emergency Response Grants (SAFER) was created to provide funding directly to fire departments and volunteer fire fighter interest organizations in order to help them increase the number of trained, "front line" fire fighters available in their communities. The goal of SAFER is to enhance the local fire departments' abilities to comply with staffing, response and operational standards established by the NFPA and OSHA (NFPA 1710 and/or NFPA 1720 and

OSHA 1910.134). In 2005, Congress reauthorized funding for the Fire Prevention and Safety Grants and expanded the eligible uses of funds to include Firefighter Safety Research and Development. In 2004, fire departments in Texas received 27 awards totaling \$870,614; in 2005 there were 13 awards for \$338,554; in 2006 there were 5 awards for \$222,434; in 2007 there were 6 awards for \$1,295,561; in 2008 there were 8 awards for \$758,674; and in 2009 there were 4 awards totaling \$567,973.

U.S. Department of Homeland Security

In October 2001, the President of the United States established the Office of Homeland Security by Executive Order. Its function is to coordinate efforts to detect, prepare for, prevent, protect against, respond to, and recover from terrorist attacks and natural disasters within the United States. The agency coordinates all federal, state, and local counter-terrorism efforts. On March 1, 2003, the Federal Emergency Management Agency (FEMA) became part of the U.S. Department of Homeland Security. FEMA's continuing mission within the new department is to lead the effort to prepare the nation for all hazards and effectively manage federal response and recovery efforts following any national incident. FEMA also initiates proactive mitigation activities, trains first responders, and manages the National Flood Insurance Program. On October 1, 2005, the U.S. Fire Administration was transferred within the Department of Homeland Security (DHS) from the Federal Emergency Management Agency to the newly created Preparedness Directorate.

IMPACT OF OTHER STATE PROGRAMS

Rural Volunteer Fire Department Assistance Program (HB 2604)

This program is a cost-share program administered by the Texas Forest Service and funded by the Texas State Legislature. The Texas Forest Service also receives a limited amount of federal funds through the USAFS Volunteer Fire Assistance Program. These funds are used in combination with the state funds to provide the assistance to eligible fire departments. The program provides funding to rural volunteer fire departments for the acquisition of fire fighting vehicles, fire and rescue equipment, protective clothing, county fire radio system components, dry-hydrants, computer systems, and fire fighter training. Approximately \$23 million is distributed annually under the program. Any chartered non-profit volunteer fire department operated by its members and any part paid/part-volunteer fire department that has 20 or less paid members is eligible to apply for funding from the program.

Rural Volunteer Fire Department Insurance Program (HB 3667)

This program was created by House Bill 3667 of the 77th Texas Legislature. The program is a grant program, not an insurance program and is administered by the Texas Forest Service. It is designed to reimburse volunteer fire departments for the purchase of insurance from private insurance companies. It assists rural volunteer fire departments in the payment of workers compensation insurance and accidental death and disability insurance. Funds for the programs are derived from a two percent tax on the retail sale of fireworks. The program reimbursement grant is set at a maximum of \$75 per fire fighter not to exceed their total cost of coverage. Grant funds are limited and applications are approved on a first-come-first-served basis. Any chartered, non-profit volunteer fire department operated by its members is eligible. Any part-paid/part-volunteer department is also eligible, provided the number of paid members is 20 or

less. Departments may enter into agreements with cities or counties in order to qualify for coverage and/or special premiums.

All eligible departments must participate in a fire fighter certification program administered under Chapter 419 of the Texas Government Code, Section 419.071 of the Texas Commission on Fire Protection's governing statute, or by the State Firemen's and Fire Marshals' Association of Texas, or by the National Wildfire Coordinating Group (NWCG).

Volunteer Fire Department Helping Hands Program

This program was created in response to HB 680 that was passed during the 75th Texas Legislature. The program provides liability relief to industry, business, cities, and others to donate surplus fire and emergency equipment to the Texas Forest Service. Donated equipment is then distributed by the Texas Forest Service to volunteer fire departments across the state. All equipment assigned becomes the property of the volunteer fire department. The legislation requires all SCBA to be certified by the Texas Forest Service. There is a small certification fee for each SCBA assigned and a limit of four SCBA provided per application. There are no other charges associated with the program.

Departments are contacted to arrange payment of these SCBA certification fees as their requests are approved. Since 1997, the Helping Hands Program has received more than \$18.5 million in donated equipment, including 171 vehicles and 3,848 breathing apparatus.

SELF-EVALUATION AND OPPORTUNITIES FOR IMPROVEMENT

Accomplishments

The State Office of Risk Management conducted a Risk Management Program Review of the agency on July 21, 2009. The review was conducted under the authority of Texas Labor Code, Title V, Subtitle A, Chapter 412. The objectives of the review were to verify that previous recommendations were addressed; to conduct a walk-through to determine compliance with *Risk Management for Texas State Agencies* guidelines; and to review safety and health analysis program. The results of the review were sent to the agency in August 2009. The agency reviewed the results and made necessary changes and updates.

The agency conducted its annual Internal Risk Assessment in March 2010. The results were submitted to the State Auditor's Office and Governor's Office. The agency will use this assessment as an additional tool in its ongoing review of its business processes.

The Texas Workforce Commission (TWC) conducted its Workforce Audit of the agency on April 22, 2008. The results were very positive with only a couple of minor recommendations concerning the agency's Personnel Manual which were immediately implemented by staff. The agency anticipates another audit from TWC in the near future.

The agency continues to review its business processes to gain efficiencies and provide a roadmap for future success. The agency is currently utilizing portions of DIR's Project Delivery Framework to develop new database applications in order to align the agency with DIR's strategic goal of developing business and technology architectures that drive improved planning and coordination as well as improving both the agency's workflow and information technology service delivery.

Current Status

The agency's certification section has met, and continues to meet, statutory requirements for the issuance of certifications and renewal of departmental personnel as prescribed by strategic plan performance measures. The certification staff serves local government entities regulated by the commission.

The agency's compliance section program has also managed to meet statutory requirements. Insights gained include effects of staffing levels on quality of service performed and the need for long-term planning to minimize the effects of unavoidable and unexpected resource depletion. Specific programmatic changes include decentralization and redistribution of workloads.

Since 1997, the process of testing fire protection personnel, which is a primary function of the testing and training program, has been awarded 17 accreditation levels from the International Fire Service Accreditation Congress (IFSAC). These levels are Fire Fighter I, Hazardous Material Awareness, Fire Fighter II, Hazardous Material Operations, Airport Fire Fighter, Driver/Operator – Pumper, Hazardous Materials Technician, Fire Officer I, Fire Officer II, Arson Investigator, Fire Investigator, Fire Inspector I, Fire Inspector II, Plan Examiner I, Fire Instructor I, Fire Instructor II, and Fire Instructor III. IFSAC's mission is "to increase the level of professionalism of the fire service through accreditation of those entities who work with fire service training and/or education." The accreditation process, driven by national and international fire service personnel, provides a gateway for individuals to have their training and/or testing recognized by other IFSAC organizations. IFSAC certificate-issuing government agencies follow the National Fire Protection Association (NFPA) standards, which serve as a framework for standardized curriculum and test development.

Key Obstacles and Opportunities

The commission's enabling legislation limits its regulatory authority to fire fighter health, safety, and education. The Texas fire service is ever-changing and expanding with new demands, affecting both human resources and work environments. Fiscal caps, FTE caps, and statutory limitations restrict the ability of the commission to serve the entire spectrum of the fire service population. The passage of SB 382 in 2001 required Texas fire departments to develop new standard operating procedures as well as new inspection and maintenance procedures for personnel protective equipment (PPE) and self-contained breathing apparatus (SCBA). Verifying these new procedures required the compliance inspectors to spend more time reviewing records during the department's biennial inspection. Increases in the number of departments and certified personnel also increased the time to perform the inspections. In FY 2001 the agency performed 537 inspections and there were 18,378 certified personnel. In FY 2009 the agency performed 721 inspections/investigations and there were 28,550 certified personnel. In 2003 the agency reallocated resources and hired an additional compliance inspector to help meet the demand. In 2009, the agency received funding for two additional compliance inspectors to meet the increasing demand and to meet new requirements for compiling and analyzing injury data, in addition to receiving and investigating complaints and violations.

The National Fire Protection Association (NFPA) develops consensus standards relating to the manufacturing and maintenance of PPE and SCBA as well as minimum training requirements for certification of personnel. The Commission has adopted the NFPA Standards for its certifications. The NFPA revises standards on a rotating five-year cycle and the Commission

must review its curriculum to ensure it is in compliance with the current version. The agency's compliance inspectors must also ensure the fire department's PPE and SCBA continue to meet applicable current NFPA Standards.

Texas has always required a high level of fire service training. Now, with the addition of the IFSAC accreditations, the number of individuals coming from out-of-state or other countries to participate in training programs at Texas-certified training facilities has increased dramatically. Military personnel and agencies from other countries are seeking Texas-certified training facilities to provide this type of training. The commission's curriculum and course approval staff is also being asked by in-state personnel to provide curricula and test banks in additional disciplines and at higher levels of certification. Technological advances in the area of long distance data exchange, accountability, and security afford opportunities for improvement within the compliance, certification and testing programs.

The testing program has increased its efficiency by increasing the number of examinations given by compliance officers in the regional offices. Examinations have continued to increase over the last biennium from 9,357 in FY2007 to 11,284 in FY2009. Rules have been implemented to utilize designated testing sites throughout the state to accommodate the increase in workload. The commission currently offers 14 state certifications and 17 International Fire Service Accreditation Congress (IFSAC) seals. The commission, in its efforts to become more efficient, is exploring the ability to administer examinations on-line. However, a major concern with automation is the security of the test questions. A lack of security would threaten the commission's IFSAC accreditation levels. Security measures are being addressed with the goal of implementation of outsourced on-line testing in the future.

Working with Local, State, and Federal Entities for Success

To provide required services, the agency works with multiple agencies, at all levels, in providing certification of fire protection personnel. Services could improve by increasing the opportunities to meet the customer face-to-face in the form of training/evaluations, seminars, meetings, and conferences thereby providing an environment to foster the exchange of ideas, philosophies, technologies, and an open forum for the fire fighters of the State of Texas. Various regional training facilities have opened their doors to the commission to set up regional examination sites in order to meet the increasing testing workload. Academies provide field examiners to assist in evaluating the performance skill portion of the testing process.

Establishing and maintaining lines of communication and cooperation with other regulatory agencies will minimize overlap of responsibility and maximize use of resources. Education of regulated local government entities maximizes compliance and minimizes conflict, which can result in more efficient operations.

Key Resources Available

The commission and advisory committees provide critical local input into the commission's policy making process. Ad-hoc subcommittees are sometimes created to address specific needs. In 2005, the Fire Service Instructor committee was created to assist the curriculum and testing committee in developing a new fire instructor curriculum. In 2007, an ad-hoc committee was created to assist in developing a new aircraft rescue fire fighting curriculum. In 2009, ad-hoc committees were created to assist in updating the curriculum for investigator, inspector and hazardous material technician. These

committees consist of fire service professionals with knowledge and subject-matter expertise who volunteer their time to review and update the material to the current National Fire Protection Association (NFPA) Standards. Also, in 2003 the commission created a Fitness & Wellness committee to review the current state of fitness and wellness of the fire service in Texas and to recommend potential actions to the commission. The committee consisted of volunteers with knowledge and experience in wellness programs, exercise programs, labor/management relations, municipal budgeting, diet, fitness and disability law.

Highly qualified personnel are needed to develop and maintain curriculum and test questions and to meet the demand for additional IFSAC accreditation levels. However, reliance on volunteer committees requires asking individuals and local governments to donate their own time and resources. Development of more affordable and portable communication and data exchange equipment promise improvement in communications and personnel efficiency. Several other state agencies also provide critical resources both to the fire service and to the commission.

Employee Attitudes

Employee attitudes have been affected by state budget reductions. In order for the agency to meet current budget reduction requests, an optional employee benefit, the Employee Assistance Program (EAP) has been eliminated. In addition, all agency expenditures and operating costs have been reduced for the remainder of the biennium. The current state budget crisis could result in the loss of 10 percent of the agency's FTEs in order to meet the targeted budget reduction request. This will likely decrease employee morale and increase apprehensiveness regarding the agency's ability to meet growing customer demands. Further, ongoing and projected increases in workload demands are a major area of concern for employees and management. It is the desire of the commission that legislators recognize the need to at least maintain the current level of service throughout the state, helping to ensure the health and safety of the citizens of Texas. All agency personnel are dedicated to improving safety and health within the fire service, and clearly demonstrate the desire to lead the fire service to compliance by providing necessary information and assistance. Agency employees continue to be involved in suggesting and implementing process improvements.

01. EDUCATION & ASSISTANCE

To assist local governments and other entities by providing materials for use in conducting research on fire protection issues and in developing training resources for fire protection personnel [Gov't Code 419.031].

02. FIRE DEPARTMENT STANDARDS

To enforce statutes and rules relating to standards for fire service personnel education, training facilities, and protective equipment in order to protect the public and fire service personnel against loss of life, injury, and property resulting from fire and related hazards [Gov't Code 419.022, 419.028, 419.029, 419.032, 419.040, 419.041, 419.042, 419.044, 419.045, 419.046, and 419.048.]

03. INDIRECT ADMINISTRATION

Indirect Administration

04. HUB PURCHASES

To establish and carry out policies governing purchasing that foster meaningful and substantive inclusion of historically underutilized businesses [Gov't Code 2161.123].

Objectives and Strategy Measures

Goal 01: EDUCATION & ASSISTANCE

To assist local governments and other entities by providing materials for use in conducting research on fire protection issues and in developing training resources for fire protection personnel [Gov't Code 419.031].

Objective 01-01:

Provide fire protection research and educational materials for training programs to fire departments and other entities through the fire protection information resource center.

Strategy 01-01-01:

Acquire, develop, and maintain current and historical information on fire protection and provide training aids and fire protection information to fire departments and other entities.

Output Measures:

- 01-01-01.01 Number of requests from fire departments and other entities for agency library resources.
- 01-01-01.02 Number of research requests for agency information research center.

Goal 02: FIRE DEPARTMENT STANDARDS

To enforce statutes and rules relating to standards for fire service personnel education, training facilities, and protective equipment in order to protect the public and fire service personnel against loss of life, injury, and property resulting from fire and related hazards. [Gov't Code 419.022, 419.028, 419.029, 419.032, 419.040, 419.041, 419.042, 419.044, 419.045, 419.046, and 419.048.]

Objective 02-01:

Promote high training and safety standards for fire service personnel and enforcement of standards for fire protection personnel.

Outcome Measures:

- 02-01.01 Percentage of inspected certificate holders with no recent violations.

Strategy 02-01-01:

Certify and regulate fire departments and fire service personnel according to standards adopted by the agency and prescribed by statute.

Output Measures:

- 02-01-01.01 Number of inspections of regulated entities.
- 02-01-01.02 Number of new certifications issued to individuals.
- 02-01-01.03 Number of certifications renewed (individuals).
- 02-01-01.04 Number of individuals examined.

Efficiency Measures:

- 02-01-01.01 Average certification cost per individual certificate issued.
- 02-01-01.02 Average cost per facility certificate issued.
- 02-01-01.03 Percentage of new individual certificates issued within 10 days.
- 02-01-01.04 Average cost per examination administered.

Explanatory Measures:

- 02-01-01.01 Pass rate.
- 02-01-01.02 Number of fire service personnel certified.
- 02-01-01.03 Number of fire service training facilities certified.

Goal 03: INDIRECT ADMINISTRATION**Goal 04: HUB PURCHASES**

To establish and carry out policies governing purchasing that foster meaningful and substantive inclusion of historically underutilized businesses [Gov't Code 2161.123].

Objective 04-01:

Include HUBs in a significant percent of the total value of items purchased by the agency.

Outcome Measures:

- 04-01.01 Percent of total dollar value of purchasing contracts awarded to HUBs.

Strategy 04-01-01:

Develop and implement a plan for increasing the use of HUBs through purchasing contracts.

Output Measures:

- 04-01-01.01 Dollar value of HUB contracts awarded.

Technology Resource Planning

Part 1: Technology Assessment Summary

- Provide a brief description of the planned technology solutions that respond to the key factors that will affect the agency. Consider how those solutions align with the statewide technology goals reflected in the State Strategic Plan for Information Resources (*Advancing Texas Technology*).

The Texas Commission on Fire Protection's (TCFP) main database, the TCFP Data Management System (TCFPdms), does not meet the agency's current needs. The system had its beginnings over a decade ago as a Paradox database. It was subsequently rebuilt in Microsoft Access. Its current configuration is a SQL Server database with Access front ends configured for both Windows XP and Windows Vista. The agency staff has begun to rebuild the TCFPdms as a web-based application with a SQL Server backend. As a web-based application, the agency's data should be able to "reside" in any location (i.e., an off-site data center) if required by state mandates.

The project to rebuild the agency's DMS will initially be directed towards "outward-facing" applications which directly impact regulated individuals and departments.

An evaluation performed by ObjectWin, a Texas-based information resources consulting firm, estimated that the proposed rebuild would take approximately five dedicated FTEs (a project manager, three programmers and a technical writer) *devoted exclusively to the project* a little over two years to complete.

The agency's information resources section currently consists of an IRM, a database administrator, one temporary programmer, and a network administrator. Much of their time is spent keeping the agency's legacy systems functioning, while implementing new programs to meet new mandates, including online injury reporting, online complaint processing, online CE tracking, and supporting initiatives to incorporate online testing.

Despite its limited resources, the agency has started the process of creating new online systems, which it has labeled, "Firefighters: Individuals and Departments Online (FIDO)." The system's initial module was the Injury Reporting module; the agency had to move this part of the project to the front of the IR queue in order to address legislative mandates imposed during the last session as part of the agency's Sunset review process.

As the agency has grown, the numbers and types of certifications offered by the Standards and Certification Division have increased greatly. With the increase in the number of certifications, the corresponding demands on the testing section have also increased. To keep up with the increasing demands, the commission's testing section has had to develop new ways of administering tests, such as moving from a "test on demand" model to a "testing center" model. This has resulted in changes to data-capture procedures. The agency currently is soliciting bids from external providers to move to online testing.

As a web-based application, major changes in how fire departments and individual certificate holders interact with the agency will result. Most of the agency's current paper-based

interactions, including fee payments, should occur online via the Texas Online ePay system. Individual certificate holders and designated fire department personnel will be given access to online processes to manage their own data.

The new DMS application will be built in a modular fashion such that changes in one section of the agency should not significantly change the underlying data or interactivity in other sections.

The objectives of the proposed rebuild include:

- Provide ad-hoc and standard reporting.
- Reduce steps in processes by improved automation.
- Integrate existing fire department applications:
 - Certification
 - Testing
 - Compliance
 - Revenue
- Create a modularized, global system that can be accessed with any browser, and in which the data can reside anywhere (i.e., central data center).
- Provide better data interchange abilities with other Texas government agencies and with the Texas Online ePay portal.

A major constraint on the agency's ability to complete the project is funding; the agency will have to accomplish the re-build by utilizing existing personnel and resources.

Development and support for crucial agency functions such as accounting, budgeting, human resource management, and asset and inventory management, has been extremely limited while the agency focuses on upgrading services and data management for its customers. The agency is exploring opportunities for participation in the Statewide Enterprise Resource Planning initiative, and will seek additional resources as appropriate.

The Texas Commission on Fire Protection is the approval authority for rule changes affecting the commission. The Department of Information Resources Board will have to approve the commission for inclusion in the Texas Online ePay service.

- Provide agency descriptions related to each statewide technology goal listed below. The criteria for these descriptions appear after each goal and are labeled 1.a, 1.b, 2.a, and so forth.

Statewide Technology Goal 1

Strengthen and Expand the Use of Enterprise Services and Infrastructure

1.1 Enhance Capabilities of the Shared Infrastructure

- Data Center Infrastructure
- Communications Technology Infrastructure
- Statewide Portal Infrastructure

1.2 Leverage Shared Applications

- Enterprise Resource Planning (ERP)
- Email Messaging

1.3 Leverage the State's Purchasing Power

- Product and Services Portfolio Expansion

- 1.a Describe agency plans to strengthen and/or expand its capabilities through the initiatives described in Statewide Technology Goal 1.

The agency's database rebuild process will meet this goal by creating a web-based interface to data, so that the data will be able to reside in any physical location, and be accessible through any current browser, instead of being tied to a central network infrastructure and a proprietary front end. Additionally, the database rebuild is being structured so that the system will interface with the TexasOnline ePay portal, to allow agency customers, from individuals to government entities, to make payments online.

- 1.b Describe agency plans to strengthen and/or expand its capabilities through other initiatives that leverage enterprise or multi-agency services and infrastructure, including managed services, shared applications, internal consolidation efforts, and procurement strategies.

The agency has met with the representatives of the Comptroller's Office to explore its options for participating in the Statewide Enterprise Resource Planning project.

The agency's ability to develop and support data management systems for crucial agency functions such as accounting, budgeting, human resource management, and asset and inventory management, has been extremely limited while the agency focuses on upgrading services and data management for its customers. The agency performs most of these functions in internally developed Excel and Access programs which do not integrate with USAS or other external systems. The agency will continue to explore opportunities for participation in the Statewide Enterprise Resource Planning initiative, and will seek additional resources as appropriate to address these needs.

The agency will explore managed e-mail services through DIR's ICT Cooperative Contracts when the service becomes more broadly available.

Statewide Technology Goal 2

Secure and Safeguard Technology Assets and Information

2.1 Align the State's Approach to Enterprise Security with other State and National Strategies

- State Enterprise Security Plan
- Vulnerability to Cyber Attacks
- Response and Recovery Capabilities

2.2 Integrate Identity Management, Credentialing, and Access Privileges

- Identity Management Services

2.a Provide an update on the agency's progress in implementing strategies to align with the *State Enterprise Security Plan*.

The agency participates in DIR's monthly security incident reporting initiative. The agency has also participated in DIR's controlled penetration testing program and has made changes recommended by the Department of Information Resources security team. (The agency participated in the program in 2008-2009, but opted out in 2009-2010 due to the fact that many of its outward-facing systems are being rebuilt; the new systems are being implemented in accordance with guidance provided by DIR in its previous vulnerability assessments. The agency will seek to participate in the next round, when the newer systems are in place.)

2.b Describe the agency's identity management strategies in place or planned.

The agency's new FIDO system has strong identity management controls in place. Regulated departments must assign their own users, beginning with "Level 1" users, who are the owners of department data. (Typically the "Level 1" user is the head of department.) The agency creates accounts for Level 1 users only upon receipt of a written request, on the department's letterhead, with the head of department's signature.

When the Level 1 account for a department has been created, the department can then assign additional users with specific access rights to the system, depending upon the departments' specific needs. Departments can also create individual accounts for their employees, to enable individuals to manage their personal information; individual accounts are created by department account holders.

The agency began creating accounts for departments early in 2010 and will continue the process throughout the next biennium.

Statewide Technology Goal 3

Serve Citizens Anytime, Anywhere

3.1 Expand and Enhance Access to Agency Services

- Multi-Channel Access
- Rural Broadband Expansion

3.2 Facilitate Open and Transparent Government

- Best Practices for Information Assets

- 3.a Describe the agency's plans to expand or enhance access to its services and promote citizen engagement through online services and emerging technologies.

The commission's sunset legislation, passed during the 81st session, added a new section to the commission's governing statute, §419.012, "requiring the commission to use appropriate technological solutions to improve the commission's ability to perform its functions," and "ensure that the public is able to interact with the commission on the Internet."

The primary goal of the agency's database re-design and technology improvement initiatives is to enhance customer access to its services, particularly in providing the ability for its fire departments and individuals to own and manage their data and to make online payments.

Additionally, the commission launched a Facebook page at the beginning of 2010 to interact with its customers in a less formal manner. Several agency programs, particularly the library, have used the Facebook page to engage agency customers. As of Spring 2010, the agency has 1,000 "fans" from within the Texas fire protection community following its Facebook page.

The agency is further exploring the use of blogs, wikis and content management systems in an effort to distribute better distribution of information.

- 3.b Describe initiatives planned or in process that will facilitate access to agency information and public data.

The agency is exploring new technologies and software such as wikis and content management systems in order to provide more consistent, easily searchable access to its policies, procedures and rules.

Additionally, the commission is exploring plain language initiatives at the state and federal levels to make its rules and procedures more easily understandable.

DIR's accessibility rules and guidance have been helpful to the agency in establishing accessibility norms and standards. The agency strives to ensure it meets accessibility requirements in all its online activities.

Statewide Technology Goal 4

Pursue Excellence and Foster Innovation across the Enterprise

4.1 Link Technology Solutions to Workplace Innovations

- Workplace Productivity and Collaboration

4.2 Pursue Leading-Edge Strategies for Application Deployment

- Cloud Computing
- Specifications, Toolkits, and the Application Marketplace
- Legacy Systems Modernization

4.3 Optimize Information Asset Management

- Best Practices for Managing Digital Information

4.4 Promote the Use and Sharing of Information

- Health Information Exchange
- Statewide Communications Interoperability
- Justice Information System Integration
- Enterprise Geospatial Services

- 4.a Describe agency plans to implement or enhance workplace productivity and to leverage collaboration tools.

As previously noted, many of the agency's initiatives to upgrade its current data management system will help reduce data-entry requirements by staff.

The agency is currently investigating options for outsourcing certification examinations for fire protection personnel. Discussions with several vendors have taken place; the agency anticipates that it will begin contracting for examination services within the next biennium. This is likely to increase the out-of-pocket costs for examinees, but should greatly reduce the agency's travel and shipping costs.

- 4.b Describe agency strategies to develop and deploy applications more efficiently (i.e., through Cloud Computing, Software as a Service, Application Toolkits, Legacy System Modernization).

The agency's primary focus over the next biennium in this area will be in upgrading its data management system. The commission is interested in several emerging technologies, but questions relating to offsite security and other policy issues are beyond its internal capabilities to address sufficiently.

- 4.c Describe agency strategies to enhance information asset management practices.

DIR's Information Resources Deployment Review (IRDR) has been a valuable tool to help identify areas in need of policy development.

The agency is currently undertaking an internal initiative to develop more thorough records management policies and to better educate staff regarding electronic records management, including e-mail records. The agency records manager has worked with the Texas State Library and Archives Commission for approval of its records retention policies, and the IR staff is conducting an inventory of information stored on its servers and working with the records manager and business sections to correctly identify and manage electronic records in accordance with state and agency record retention policies.

4.d Describe agency practices or plans to enhance the use and sharing of information with agency business partners.

The agency has worked with other state government agencies to share information on a case-by-case basis. For example, in the current fiscal year the agency has worked with the Texas Department of Public Safety to share results of fingerprint-based criminal history checks for certification applicants.

The agency sought to coordinate fire fighter injury reporting with the Texas Workforce Commission, but the data required by TWC and the data required for evaluating the circumstances of an injury differed greatly.

The agency will seek to partner with the Texas Online portal service provider to build the ability to collect online payments for testing, certification and certification renewal fees.

Part 2: Technology Initiative Alignment

The table below depicts the format and mapping of the Texas Commission on Fire Protection's current and planned technology initiatives to the agency's business objectives.

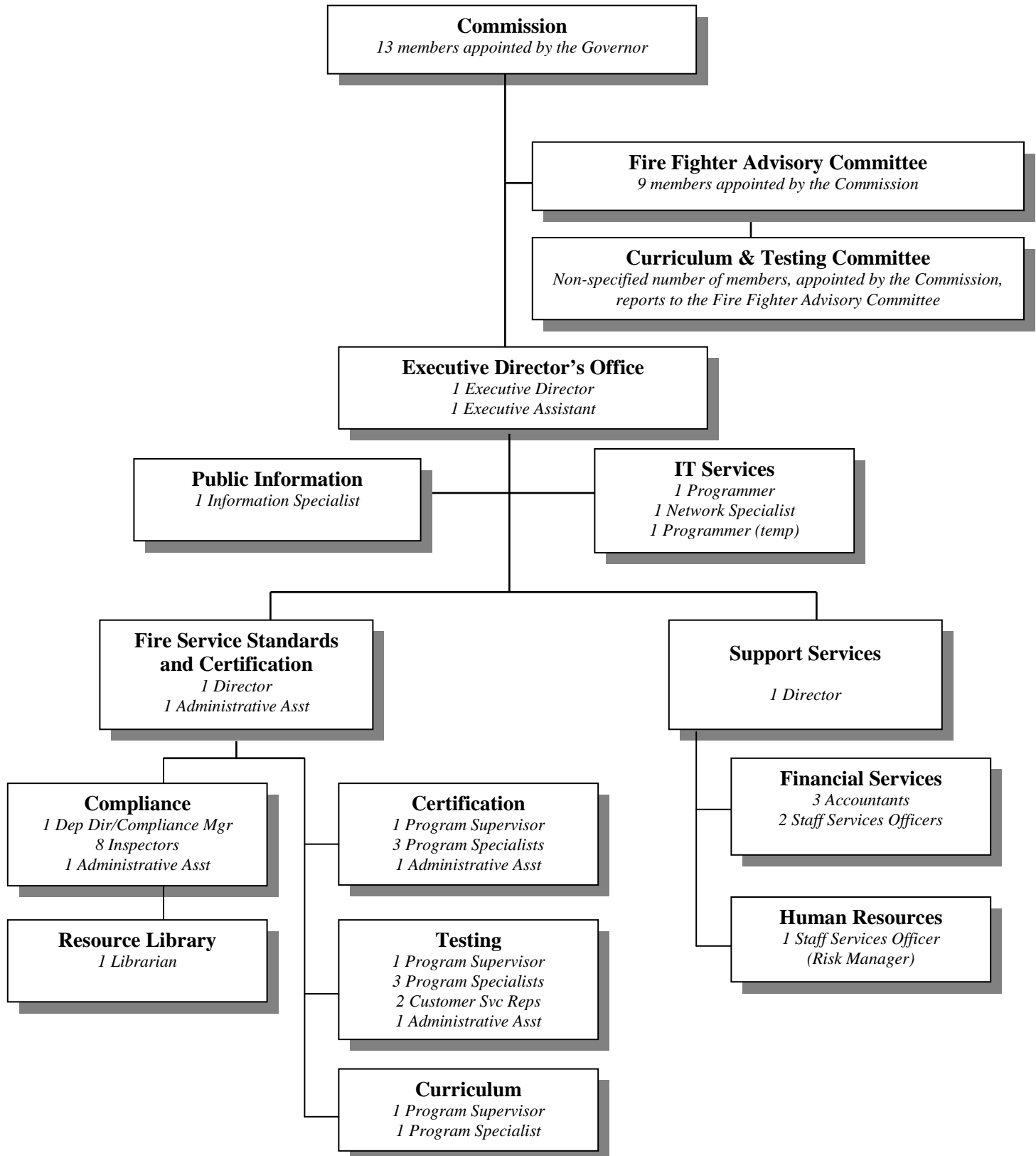
TECHNOLOGY INITIATIVE	RELATED AGENCY OBJECTIVE/(S)	RELATED SSP STRATEGY/(IES)	CURRENT OR PLANNED	ANTICIPATED BENEFIT(S)	INNOVATION, BEST PRACTICE, BENCHMARKING
Rebuild commission's regulatory database	01-02 02-01	01-02-01 02-01-01	Current	<p>Replace outdated dms with a more modular system.</p> <p>Enable departments to manage more of their own information.</p> <p>Reduce data entry performed by agency staff.</p> <p>Provide online application and payment capabilities.</p>	
Convert to online testing	02-01	02-01-01	Current	<p>Reduce number of trips made by agency staff to administer tests in person.</p> <p>Reduce data entry performed by agency staff.</p> <p>Reduce paper consumption and shipping costs.</p>	
Rebuild internal data management systems/participate in statewide ERP initiative	Goal 03		Planned.	<p>Better management of internal functions (i.e., human resources, accounting, etc.).</p> <p>Reduce data entry performed by agency staff.</p>	

Appendix A: Description of Agency's Planning Process

Input on elements of the strategic plan is continuously requested and received from commission members, advisory committee members, division directors, program team leaders, other agency employees, and from the fire service. This input is carefully considered and incorporated into the strategic plan as appropriate. The agency initiated a business process redesign project to standardize and facilitate staff elements of the internal strategic planning process.

The strategic plan and budget subcommittees formed by the commission in July 1995 continue to provide additional policy guidance and oversight in the development of the agency's strategic plan and budget. The strategic plan subcommittee and the full commission periodically review the strategic plan to ensure that the plan incorporates major policy changes. The commission generally reviews the plan at its January and April quarterly meetings.

Appendix B: Current Organizational Chart



Appendix C: Five-Year Projections for Outcomes

Outcomes	2011	2012	2013	2014	2015
02-01.01 Percent of inspected fire certificate holders with no recent violations.	95	95	95	95	95
04-01.01 Percent of total dollar value of purchasing contracts awarded to HUBs.	10	10	10	10	10

Appendix D: List of Measure Definitions

Output 01-01-01.01:

Number of requests from fire departments and other entities for agency library resources.

Short Definition: This measure tracks the number of requests during the reporting period from fire departments and other entities to use library resources.

Purpose/Importance: The number of requests received for library resources reflects the growing awareness of the Texas fire service and the general public regarding the availability of training aids and research materials in the library. This information also provides data for the library's long range planning and purchases. It also emphasizes the need for automation of library procedures for increased efficiency.

Source/Collection of Data: Requests for library resources are entered into, and maintained in, the library's electronic database.

Method of Calculation: Total of the request.

Data Limitations: None

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

Output 01-01-01.02:

Number of research requests for agency information research center.

Short Definition: This measure tracks the number of research requests during the reporting period from fire departments and other entities for the information resource center.

Purpose/Importance: The number of research requests received for the information resource center reflects the growing awareness of the Texas fire service and general public regarding the availability of training aids and research materials in the information resource center. This information also provides data for the information resource center's long-range planning and purchases. It also emphasizes the need for automation of information resource center procedures for increased efficiency.

Source/Collection of Data: Research requests for information resource center data is entered into, and maintained in, the library's electronic database.

Method of Calculation: Total number of research requests for information resource center.

Data Limitations: None

Calculation Type: Cumulative

New Measure: Yes

Desired Performance: Higher than Target

Outcome 02-01.01:

Percent of inspected certificate holders with no recent violations.

Short Definition: The percent of the total number of individual certificate holders inspected during the reporting period who have not incurred a violation within the current and preceding two years (three years total). Violations are incidence of non-compliance with statutes and rules promulgated by the commission.

Purpose/Importance: Certifying individuals helps ensure that practitioners meet legal standards for professional education and practice, which is a primary agency goal. This measure is important because it indicates how effective the agency's activities deter violations of professional standards established by statute and rule.

Source/Collection of Data: Collected by inspectors in the field and input by compliance program personnel. The source of data is the commission's data management system.

Method of Calculation: The total number of individuals certified by the commission that were inspected during the current reporting period who have not incurred a violation within the current and preceding two years divided by the total number of certificate holders who were inspected during the current reporting period. The numerator for this measure is calculated by subtracting the total number of certificate holders who were inspected during the current reporting period who had violations during the three-year period from the total number of certificate holders who were inspected during the current year. The denominator is the total number of certificate holders inspected during the current reporting period. The result is multiplied by 100 to achieve a percentage.

Data Limitations: The number of violations found during an inspection of a regulated entity is based on the judgment of professional staff. A degree of subjectivity is inherent, but the measure is considered to offer reliable information on the program's results.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Higher than Target

Output 02-01-01.01:

Number of inspections of regulated entities.

Short Definition: The total number of regulated entities inspected during the reporting period.

Purpose/Importance: This measure reflects the quantity of work performed by the commission's compliance section. The commission is required by statute to conduct biennial inspections of regulated entities. This measure demonstrates the commission's efforts to meet statutory requirements.

Source/Collection of Data: Collected by inspectors in the field and input by compliance program personnel. The source of data is the commission's data management system.

Method of Calculation: Total count of the number of regulated entities inspected during the reporting period.

Data Limitations: Since the data source is the commission's data management system, the accuracy of the count of inspections is dependent upon data entry. Inspections that are conducted during an inspection trip that is in progress when a reporting period ends may not be counted.

Calculation Type: Cumulative.

New Measure: No

Desired Performance: Higher than Target

Output 02-01-01.02:

Number of new certificates issued to individuals.

Short Definition: The number of new certificates issued to previously uncertified individuals and certified individuals in a different discipline or level during the reporting period.

Purpose/Importance: A successful certification structure must ensure that legal standards for professional education and practice are met prior to certification. This measure is a primary workload indicator which is intended to show the number of uncertified persons, or persons certified in a different discipline or level, who were documented to have successfully met all certification criteria established by statute and rule as verified by the agency during the reporting period.

Source/Collection of Data: The standards division certification staff is responsible for evaluation and data entry of the completed applications. The information services division will query the data management system database on the first day of the next reporting period for the total number of active certifications with a print date in the reporting period. The information is then given to the standards and certification division director. The standards and certification division director verifies the total each quarter and the information is maintained in the office of the standards and certification division director.

Method of Calculation: This measure counts the total number of certifications issued to previously uncertified and certified individuals during the reporting period, regardless of when the application was originally received. Those individuals who had a certificate at the same level in the same discipline in the previous reporting period are not counted. Only new certificates are counted. Certificates are counted as new for persons who were previously certified, but whose certificate expired so that they were required to meet all criteria of a new applicant.

Data Limitations: Economic factors will influence local governments' budgets to increase or decrease the size of the fire suppression and prevention forces. Changes in the local demographics will influence the demand on fire suppression and prevention forces. Changes in the environmental / climatic conditions will impact the demand on fire suppression forces, which in turn impact the size of the force.

Calculation Type: Cumulative.

New Measure: No

Desired Performance: Higher than Target

Output 02-01-01.03:

Number of certificates renewed (individuals).

Short Definition: The number of certified individuals who held certificates previously and renewed their certificate(s) during the current reporting period.

Purpose/Importance: Certification renewal is intended to ensure that persons who want to continue to practice in their respective profession satisfy current legal standards established by statute and rule for professional education and practice. This measure is intended to show the number of certifications that were renewed during the reporting period to individuals who currently held a valid certification.

Source/Collection of Data: The standards division certification staff is responsible for evaluation and data entry of the completed applications. The information services division will query the data management system database on the first day of the next reporting period for the total number of individuals with active certifications with a renewal date in the reporting period. The information is then given to the standards and certification division director. The standards and certification division director verifies the total each quarter and the information is maintained in the office of the standards and certification division director.

Method of Calculation: This measure counts the total number of individuals whose certification has been renewed in data. The measure is calculated by querying the agency certification database to produce the total number of certifications renewed to previously certified individuals during the reporting period.

Data Limitations: Economic factors will influence local governments' budgets to increase or decrease the size of the fire suppression and prevention forces. Changes in the local demographics will influence the demand on fire suppression and prevention forces. Changes in the environmental/climatic conditions will impact the demand on fire suppression forces, which in turn impact the size of the force.

Calculation Type: Cumulative.

New Measure: No

Desired Performance: Higher than Target

Output 02-01-01.04:

Number of individuals examined.

Short Definition: The number of individuals to whom examinations, written or performance, were administered during the reporting period.

Purpose/Importance: This measure shows the number of individuals examined for both mandatory state certifications and voluntary certifications. Curriculum and test development and maintenance, examination purchase, test administration, grading, and notification costs are directly related to this measure and represents a major cost element for the agency. The testing process determines the knowledge and skills of fire protection personnel to ensure they can effectively do their jobs.

Source/Collection of Data: The source of data is the agency's data management system that tracks each examination taken by an individual. The testing and training program is responsible for inputting test information into the data management system.

Method of Calculation: Each examination that an individual takes is counted. The measure records the total number of tests administered for fire service certification purposes, including performance and written tests.

Data Limitations: The number of tests given is dependent upon the need or desire of individuals, over which the agency has no control.

Calculation Type: Cumulative.

New Measure: No

Desired Performance: Higher than Target

Efficiency 02-01-01.01:

Average certification cost per individual certification issued.

Short Definition: Total expenditures for direct certification activities during the reporting period divided by the total number of individuals certified during the reporting period.

Purpose/Importance: This measure is intended to show how cost-effectively the agency processes new and renewal certification applications for individuals.

Source/Collection of Data: The standards and certification division director obtains from the support services division director the costs allocation. Allocated costs shall include salaries, supplies, travel, and other costs directly related to certification. Indirect costs are excluded from this calculation. The allocated costs become the dividend and the divisor is the sum of the total number of new certifications added to the total number of renewals. All cost data is retrieved from quarterly USAS expenditure reports. A copy of the USAS expenditure report showing all related allocations are maintained for each quarter in the files of the support services division director.

Method of Calculation: Total funds expended during the reporting period for the processing of initial and renewed certifications for individuals divided by the total number of initial and renewed certification for individuals issued during the reporting period. Costs include the following categories: salaries; supplies; travel; and other costs directly related to certification, including document review, handling, and notification. The average cost per certification issued is recalculated each quarter based on year to date total. Costs related to the examination function and indirect costs are excluded from this calculation.

Data Limitations: Economic factors will influence local governments' budgets to increase or decrease the size of the fire suppression and prevention forces. Changes in the local demographics will influence the demand on fire suppression and prevention forces. Changes in the environmental / climatic conditions will impact the demand on fire suppression forces, which in turn impact the size of the force. An increase or decrease in the number of transaction processed will affect the average costs. Renewals are seasonal and will impact the number of transactions processed.

Calculation Type: Non-cumulative.

New Measure: No

Desired Performance: Lower than Target

Efficiency 02-01-01.02:

Average certification cost per training facility certificate issued.

Short Definition: Total expenditures for direct certification activities during the reporting period divided by the total number of training facilities certified during the reporting period.

Purpose/Importance: This measure is intended to show how cost-effectively the agency processes new and renewal certification applications for training facilities.

Source/Collection of Data: The standards and certification division director obtains from the support services division director the costs allocation. Allocated costs shall include salaries, supplies, travel, and other costs directly related to certification. Indirect costs are excluded from this calculation. The allocated cost becomes the dividend and the divisor is the sum of the total number of facilities new certifications added to the total number of facilities issued renewals. Total costs are retrieved from quarterly USAS expenditure reports. A copy of the USAS expenditure report showing all related allocations are maintained for each quarter in the files of the support services division director.

Method of Calculation: Total funds expended during the reporting period for the processing of initial and renewed training facility certification (numerator) is divided by the total number of facilities issued initial and renewed training facility certifications during the reporting period (denominator). Costs should include the following categories: salaries; supplies; travel; and other costs directly related to facility certification, including document review, handling, and notification. Indirect costs are excluded from this calculation.

Data Limitations: Economic factors will influence local governments' budgets to increase or decrease the size of the fire suppression and prevention forces. Changes in the local demographics will influence the demand on fire suppression and prevention forces. Changes in the environmental / climatic conditions will impact the demand on fire suppression forces, which in turn impact the size of the force. Changes in the size of the fire suppression and prevention forces will influence the number of training facilities. An increase or decrease in the number of transactions processed will affect the average costs. Renewals are seasonal and will impact the number of transactions processed.

Calculation Type: Non-cumulative.

New Measure: No

Desired Performance: Lower than Target

Efficiency 02-01-01.03:

Percentage of new certifications issued to individuals within 10 days.

Short Definition: The percentage of individual certification applications that were processed during the reporting period within 10 days measured from receipt of the completed application until the date the certification is printed.

Purpose/Importance: This measures the ability of the agency to process new applications in a timely manner and its responsiveness to a primary constituent group.

Source/Collection of Data: The information services division will query the data management system database on the first day of the next reporting period for the number of certifications issued and printed in the reporting period in less than 10 days from the date of receipt and the total number of certifications issued in the same reporting period. The total number of certifications issued within 10 days is divided by the total number of certifications issued and the resulting quotient is multiplied by 100 so as to be expressed as a percentage. The information is provided to the standards and certification division director. All documentation is retained in the office of the standards and certification division director.

Method of Calculation: The number of certifications printed in less than 10 days from the date of receipt is divided by the total number of new certification issued in the reporting period multiplied by 100.

Data Limitations: The time to obtain a criminal history report from another agency for an uncertified individual. The size of this agency's certification staff, and technological capabilities, will influence the time to process an application. Changes in the rules and the addition of new certification categories will increase the number of applications.

Calculation Type: Non-Cumulative.

New Measure: No

Desired Performance: Higher than Target

Efficiency 02-01-01.04:

Average cost per exam administered.

Short Definition: Total costs expended for examination activities (excluding exam purchase costs) during the reporting period divided by the total number of exams administered during the reporting period.

Purpose/Importance: This measure shows the efficiency in direct costs related to administering each examination. The costs related to curriculum and test development and maintenance, as well as the administration, grading, and notification of examination results, are major cost factors in the agency's budget. The costs inherent in curriculum and test development and maintenance are directly related to the costs associated with the administration of examinations and are an essential factor in accreditation from the International Fire Service Accreditation Congress.

Source/Collection of Data: The source of data is the agency's data management system as well as the agency's accounting information. The testing and training program is responsible for inputting test information into the data management system. The support services section is responsible for providing the cost information from the USAS account information.

Method of Calculation: Total funds expended and encumbered by the program that oversees the testing of individuals for the reporting period from the agency financial data (excluding exam purchase costs) (numerator) is divided by the number of examinations given for that period (denominator). Costs should include the following categories: salaries, supplies, travel, and other costs directly related to curriculum and test development and maintenance; examination administration; exam application review and handling; proctoring; notification; and grading. Indirect costs are excluded from this calculation.

Data Limitations: The number of tests given is dependent upon the need or desire of individuals, over which the agency has no control.

Calculation Type: Non-cumulative.

New Measure: No

Desired Performance: Lower than Target

Explanatory 02-01-01.01:
Pass rate.

Short Definition: The percent of individuals to whom an examination was administered during the reporting period who received a passing score.

Purpose/Importance: The measure shows the rate at which those examined passed. This is an important step in the certification process and a low pass rate may represent unnecessarily restrictive certification requirements or inadequate preparation by testing applicants.

Source/Collection of Data: The source of data is the agency's data management system. The testing and training program is responsible for inputting test information into the data management system.

Method of Calculation: The total number of individuals who passed the examination from the agency data management system (numerator) is divided by the total number of individuals examined (denominator) and then multiplied by 100 to achieve a percentage. Persons taking an examination multiple times are counted each time they take the exam.

Data Limitations: The number of tests given is dependent upon the need or desire of individuals, over which the agency has no control.

Calculation Type: Non-cumulative.

New Measure: No

Desired Performance: Higher than Target

Explanatory 02-01-01.02:

Number of fire service personnel certified by the commission.

Short Definition: Total number of individuals certified at the end of the reporting period. This measure reflects the number of individuals certified and renewed on an annual basis as fire protection personnel including paid fire protection personnel, volunteer fire protection personnel, fire protection personnel instructors and individuals certified without regard to their employment status.

Purpose/Importance: The measure shows the total number of individuals currently certified which indicates the size of one of the agency's primary constituencies. The commission statute requires all paid fire protection personnel in Texas to be certified and allows volunteer fire protection personnel, state/federal personnel and individuals regardless of employment to participate in the state certification program on a voluntary basis.

Source/Collection of Data: The standards division certification staff is responsible for evaluation and data entry of the completed applications. The information services section will query the data management system for the total number of individuals with one or more active certification(s). The information is then given to the standards and certification division director. The standards and certification division director verifies the total. The information is maintained in the office of the standards and certification division director.

Method of Calculation: The total unduplicated number of individuals certified that is stored in the data management system by the agency at the end of the reporting period. An individual who holds more than one certification is counted only once. This measure records the number of fire protection personnel, volunteers, state/federal personnel and individuals certified and renewed by the agency.

Data Limitations: Economic factors will influence local governments' budgets to increase or decrease the size of the fire suppression and prevention forces. Changes in the local demographics will influence the demand on fire suppression and prevention forces. Changes in the environmental/climatic conditions will impact the demand on fire suppression forces, which in turn impact the size of the force.

Calculation Type: Cumulative.

New Measure: No

Desired Performance: Higher than Target

Explanatory 02-01-01.03:

Number of fire service training facilities certified by the commission.

Short Definition: The unduplicated number of training facilities certified by the agency at the end of the reporting period. This measure reflects the growth or decline in the number of training facilities certified to meet the state's minimum standards for training fire service personnel.

Purpose/Importance: The measure shows the number of certified training facilities certified which directly relates to the number of inspectors and the amount of travel required by the agency to properly regulate the profession. This measure may not reflect the total number of training facility certifications issued by the agency but it represents the number of locations that the agency is responsible for regulating. The commission statute requires all paid fire protection personnel in Texas to complete training (or the equivalent) by a commission certified training facility.

Source/Collection of Data: The standards division certification staff is responsible for evaluation and data entry of the completed applications. The information services section will query the data management system for the total number of facilities with one or more active certification(s). The information is then given to the standards and certification division director. The standards and certification division director verifies the total. The information is maintained in the office of the standards and certification division director.

Method of Calculation: The unduplicated list of training facility locations with one or more active certifications is counted. A training facility that holds more than one certification is counted only once. This measure records the number of training facilities certified and renewed by this agency.

Data Limitations: Economic factors will influence local governments' budgets to increase or decrease the size of the fire suppression and prevention forces. The demand to increase or decrease the size of the fire suppression or prevention forces will influence the number of training facilities.

Calculation Type: Cumulative.

New Measure: No

Desired Performance: Higher than Target

Outcome 04-01.01:

Percent of total dollar value of purchasing contracts awarded to HUBs.

Short Definition: The percent of the total amount of purchasing contracts awarded by the agency to historically underutilized businesses (HUBs).

Purpose/Importance: This measure reflects the commission's commitment to the statewide goal of increasing the use of historically underutilized businesses. It complies with the General Appropriations Act, Article IX, Section 124 and the Texas Government Code, Title 10, Subtitle D, Section 2161.122. These referenced sections specify the HUB information that is required to be reported to the Texas Facilities Commission (TFC) by each state agency.

Source/Collection of Data: The source of data is a spreadsheet on the agency's computer network. The data is collected when the purchases are bid and awarded. The data is referenced against the reports the agency receives from the TFC. The person responsible for this information is the agency HUB Coordinator.

Method of Calculation: The percentage is calculated by dividing the dollar amount of purchasing contracts awarded to historically underutilized businesses (HUBs) by the total amount of purchasing contracts awarded by the agency in a given year, times 100.

Data Limitations: Limiting factors can include the limited discretionary funds available for purchasing contracts and the limited number of qualified HUB vendors. Roughly one-third of the agency's commodity purchases are made for the commission library; there are no HUB vendors in this market. Also, the agency is limited to TFC contracts on other purchases. The agency's purchasing section routinely checks the TFC HUB listings.

Calculation Type: Non-Cumulative.

New Measure: No

Desired Performance: Higher than Target

Output 04-01-01.01:

Dollar value of HUB contracts awarded.

Short Definition: The dollar value of purchasing contracts awarded to historically underutilized businesses.

Purpose/Importance: The purpose and importance of this measure is to comply with the Texas Government Code, Title 10. Subtitle D, Section 2161.121.

Source/Collection of Data: The data is in an Excel program on the agency's computer network. Reports are also compared to data generated by the Texas Facilities Commission (TFC). The HUB coordinator is responsible for this information.

Method of Calculation: The information is calculated by adding the dollar value of purchases made with HUB vendors.

Data Limitations: Roughly one-third of the agency's commodity purchases are made for the commission library. There are no HUB vendors in this market. Also, the agency is limited to TFC contracts on other purchases. The agency's purchasing section routinely checks the TFC HUB listings.

Calculation Type: Cumulative.

New Measure: No

Desired Performance: Higher than Target

Appendix E: Workforce Plan

AGENCY OVERVIEW

Agency Mission

The mission of the Texas Commission on Fire Protection is to help protect the lives and property of the citizens of Texas by developing and enforcing professional standards for the fire service.

Agency Strategic Goals and Objectives

Goal 1	EDUCATION & ASSISTANCE <i>To assist local governments and other entities by providing materials for use in conducting research on fire protection issues and in developing training resources for fire protection personnel [Gov't Code 419.031].</i>
Objective	<ul style="list-style-type: none">• Provide fire protection research and educational materials for training programs to fire departments and other entities through the fire protection information resource center.
Strategy	<ul style="list-style-type: none">• Acquire, develop, and maintain current and historical information on fire protection and provide training aids and fire protection information to fire departments and other entities.
Goal 2	FIRE DEPARTMENT STANDARDS <i>To enforce statutes and rules relating to standards for fire service personnel education, training facilities, and protective equipment in order to protect the public and fire service personnel against loss of life, injury, and property resulting from fire and related hazards. [Gov't Code 419.022, 419.028, 419.029, 419.032, 419.040, 419.041, 419.042, 419.044, 419.045, 419.046, and 419.048.]</i>
Objective	<ul style="list-style-type: none">• Promote high training and safety standards for fire service personnel and enforcement of standards for fire protection personnel.
Strategy	<ul style="list-style-type: none">• Certify and regulate fire departments and fire service personnel according to standards adopted by the agency and prescribed by statute.
Goal 03	INDIRECT ADMINISTRATION
Goal 04	HUB PURCHASES <i>To establish and carry out policies governing purchasing that foster meaningful and substantive inclusion of historically underutilized businesses [Gov't Code 2161.123].</i>
Objective	<ul style="list-style-type: none">• Include HUBs in a significant percent of the total value of items purchased by the agency.
Strategy	<ul style="list-style-type: none">• Develop and implement a plan for increasing the use of HUBs through purchasing contracts.

Business Functions

Under the direction of an executive director appointed by the commission, the staff of the Texas Commission on Fire Protection implements and enforces the commission's adopted rules. The commission is authorized 40 FTE positions in three divisions: the executive office, fire service standards and certification, and support services.

The **Executive Office** supports the activities of the executive director. The director develops and implements agency policies as required by statute; plans, directs, and coordinates programs and resources of the agency; and develops and executes the agency operating budget and procedures.

The **Fire Service Standards and Certification Division** administers the commission's fire service certification, compliance, testing, training and curriculum development, and fire protection resource library programs. The division:

- regulates paid fire protection personnel, fire departments, and training facilities;
- performs biennial inspections of fire departments, local government agencies providing fire protection, and institutions or facilities conducting training for fire protection personnel or recruits;
- establishes minimum curriculum requirements, evaluates courses, and administer examinations for basic certification as fire protection personnel;
- establishes minimum requirements and evaluates courses for higher levels of fire protection personnel certification;
- enforces standards for protective clothing and self-contained breathing apparatus;
- administers a voluntary certification and regulation program for qualified individuals not connected with local governments or volunteer fire departments;
- enforces continuing education programs for all levels of fire protection personnel;
- administers a voluntary certification and regulation program for volunteer fire protection personnel, fire departments, and training facilities; and,
- administers the Ernest A. Emerson Fire Protection Resource Library, which is critical to the commission's work in setting standards, and provides a valuable resource for the commission's fire service constituents.
- compile information and data on fire protection personnel injuries and present data to the commission to develop recommendations to reduce personnel injuries.
- tracks and analyzes complaint and violation data.

The **Support Services Division** provides internal administrative support to the agency, which includes human resources, accounting, budgeting, and other staff services functions. It also administers the professional fire fighters' license plate revenues to make grants to support the activities of an organization that provides emergency relief and college scholarship funds to the professional fire fighters and their dependents per House Bill 2854 of the 81st Legislature.

Anticipated Changes to the Mission, Strategies, and Goals over the next Five Years

Although modifications in the agency's statute to enhance fire fighter safety could occur, the commission does not anticipate significant changes to its mission, strategies, and goals over the next five years. However, consolidation of state fire service-related functions, it could provide more consistent and better customer service for the citizens of Texas.

Additional Considerations

Customer Demands: There is a continuing increase in the number of fire departments converting from volunteer fire departments into "combination fire departments" with both paid and volunteer staff. These departments are hiring personnel to meet the needs resulting from growth and development within their communities. Existing departments have also increased staffing levels, causing an increase in the number of departments and personnel the agency must inspect. The number of certified fire service personnel increased by 29 percent between fiscal years 2007 and 2009. The agency anticipates a six percent annual increase in the number of certified personnel for the next five years.

The Texas Commission on Fire Protection currently has 12 curricula in place. This increase was based upon demands from the fire service. The agency is considering the development of additional curricula, including Fire Officer III, Fire Officer IV, Safety Officer and Juvenile Firesetter Intervention Specialist. The test administration and course approval staff have handled a 68 percent increase in course approvals over the past five years (FY05-FY09). For FY10 the agency received funding for two additional test administration staff and reallocated another agency position to that section.

Within the last four years, test administration personnel have faced a 35 percent increase in the number of tests administered. To meet the increased demand, the agency has implemented alternative methods of test administration to include using compliance inspectors and scheduling regional testing centers. These centers may help meet the present demand; however, the agency must continue to research alternative delivery methods.

The agency's compliance inspectors administered 49.5 percent of the commission's exams in FY09. They continue to perform legislatively required inspections and investigate complaints lodged by concerned citizens and fire department personnel. They also monitor and audit training facilities and instruction programs. Newly adopted rules have caused the inspectors to spend more time performing department inspections, as there are more areas of concern.

In 2009 the compliance section became responsible for gathering and evaluating information and data on fire protection personnel injuries and making recommendations to the commission for reducing fire protection personnel injuries. Compliance inspectors continue to assist in fire fighter Line of Duty Death investigations. (While these investigations fall under the direction of the State Fire Marshal, commission compliance inspectors provide assistance through their expertise in the areas of personnel protective clothing and self-contained breathing apparatus.

Long-Range Business Plans: The agency plans to address the challenges of increased customer demands and limited human resources by improving efficiencies through ongoing process analysis and increased automation. Employee involvement will be a key aspect of this effort.

Current Organization and Structure: In 2009, the agency's full-time equivalent (FTE) positions increased from 33 to 40 as shown in the organizational chart in Appendix B. The current organization is designed to address the increased demands placed on the agency's limited human and financial resources, while maintaining the existing level of service to the public.

CURRENT WORKFORCE PROFILE

SUPPLY ANALYSIS

Workforce Demographics (as of March 1,2010): This information is obtained from USPS reports from the Comptroller's Office.

Gender:	Male	58.33%
	Female	41.66%
Age:	60+	27.50%
	50-59	27.50%
	40-49	40.00%
	30-39	5.00%
	20-29	0.00%
Race:	African-American	13.88%
	Hispanic	8.33%
	White	77.77%
	Asian	0.00%

Approximate Average State Employment Tenure:

Almost ten years (9.7 years, based on Date of Service information provided by USPS reports from the Comptroller's Office).

Approximate Percentage of Employees Eligible to Retire within Five Years:

40 percent of agency employees will be eligible to retire based on age and date of state service information provided by USPS reports from the Comptroller's Office. These projections are based on using the information for meeting requirement rules for the "Rule of 80" and "age 60 with five years of service" in the next five years. The Employees Retirement System (ERS) does not provide any specific information to an agency on credited state service. The assumption is that state years of service are creditable years of service for ERS. Also not included is any additional service employees may have bought (i.e. military or additional service credit).

The following table shows agency breakdown by percentage of its workforce (as of FY08) as reported by the Civil Rights Division of the Texas Workforce Commission. The agency continues to work toward increasing diversity in its workforce.

Job Categories	State Civilian Workforce			TCFP Workforce		
	African American	Hispanic American	Female	African American	Hispanic American	Female
Officials, & Administration (A)	9.05%	12.79%	49.32%	10.12%	14.02%	44.29%
Professional (P)	11.26%	14.86%	55.16%	16.71%	21.65%	59.70%
Technical (T)	15.31%	20.70%	52.12%	12.71%	24.65%	46.31%
Administrative Staff (C)	19.49%	27.53%	88.16%	19.13%	29.92%	88.10%
Skilled Craft (S)	7.89%	24.39%	4.48%	7.08%	23.19%	3.21%
Service and Maintenance (M) Includes Protective Services & Para-Professionals	30.12%	24.71%	52.65%	37.80%	25.47%	61.08%

Employee Turnover

The agency's employee turnover rate was lower than the overall state rate for five of the last nine fiscal years. In FY03, the state's retirement incentive program was a factor in pushing the turnover rate higher. The following table shows the agency's turnover rate since 2003, compared to the state average for the same time period.

Fiscal Year	State	TCFP
2009	14.4%	9.7%
2008	17.3%	12.4%
2007	17.4%	18.75%
2006	15.8%	12.5%
2005	16.6%	12.6%
2004	14.8%	13.0%
2003	16.6%	20.0%
2002	14.2%	9.1%
2001	17.0%	15.8%

The Commission expects its turnover rate to mirror the overall state turnover rate during the next five years, due to national demographic and economic factors.

Critical Workforce Skills

The Texas Commission on Fire Protection has many knowledgeable and qualified employees, but certain skills stand out as critical to mission accomplishment. These include: written and oral communication skills; interpersonal skills; technical skills (such as knowledge of the fire service and comptroller USAS system); and, computer software skills.

FUTURE WORKFORCE PROFILE

DEMAND ANALYSIS

Expected Workforce Changes

The Texas Commission on Fire Protection will experience many of the workforce changes seen across the country impacted by an aging population. The agency expects that these factors may shrink the pool of qualified employees, requiring greater recruiting efforts and more job skills training for new and current employees.

Future Workforce Skills Needed

To meet increased demands, the agency will use employee teams to boost productivity through streamlined processes and increased use of automation. Communication and interpersonal skills will be critical to the team approach. Technical and critical thinking skills will be necessary for balancing priorities and finding more innovative ways to meet productive demands. Computer software skills will be a vital part of the agency's automation efforts.

Anticipated Increase in Number of Employees Needed

The agency anticipates that it will not be able to meet all increases in customer demands over the next five years through productivity increases alone. As the agency loses employees through

attrition, changes in business processes, and budget reductions, additional employees will be needed.

Critical Functions that must be Performed to Achieve the Strategic Plan

All current functions of the agency are critical to achievement of the strategic plan. As business processes are redesigned, the agency expects essential job functions to change or shift in importance for some positions.

GAP ANALYSIS

Current employees do not lack the skills necessary to perform their essential job functions. However, as the agency redesigns business processes and loses employees through attrition, some positions could change significantly, requiring targeted recruiting and/or skills training.

STRATEGY DEVELOPMENT

To meet workforce needs brought about by increased customer demands, business process redesigns, and employee attrition, the agency will:

- ensure its organizational structure reflects efficient use of its personnel resources;
- update position descriptions as necessary;
- provide individualized job skills training that targets essential job functions;
- provide individualized professional development training to meet anticipated skill requirements;
- utilize a rigorous recruiting and selection process to fill vacant or newly created positions with highly qualified candidates;
- involve employees in the design and improvement of business processes; and,
- increase employee satisfaction and performance through ethical, fair, and performance-oriented employment practices.

Appendix F: Survey of Employee Engagement

The Texas Commission on Fire Protection (TCFP) has participated in the Survey of Organizational Excellence (SOE) since 1994. In 2009 the survey was modified to reflect the update of the survey from the SOE to the Survey of Employee Engagement (SEE). The agency uses the survey to analyze its organizational effectiveness, and develop strategies to address identified weaknesses.

The Survey of Employee Engagement

Construct Analysis

Constructs have been color coded to highlight the organization's areas of strength and areas of concern. The 3 highest scoring constructs are blue, the 3 lowest scoring constructs are red, and the remaining 8 constructs are yellow.

Each construct is displayed below with its corresponding score. Highest scoring constructs are areas of strength for this organization while the lowest scoring constructs are areas of concern. Scores above 350 suggest that employees perceive the issue more positively than negatively, and scores of 375 or higher indicate areas of substantial strength. Conversely, scores below 350 are viewed less positively by employees, and scores below 325 should be a significant source of concern for the organization and should receive immediate attention.

